

Quartermaster

PROFESSIONAL BULLETIN

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WARRIOR LOGISTICIANS

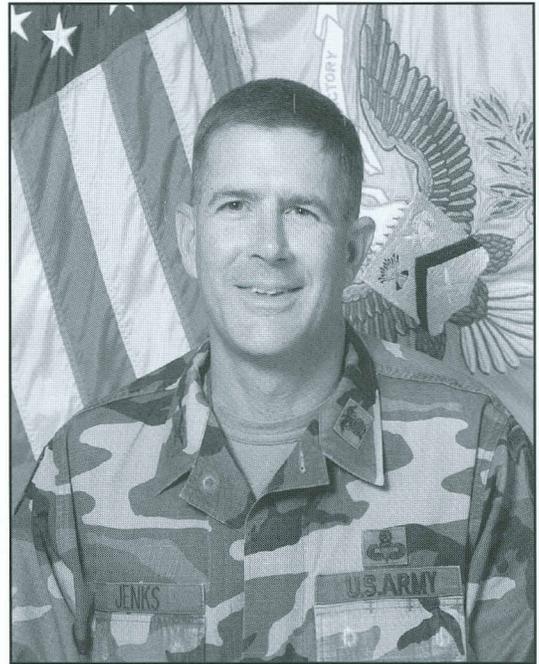
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From the Acting Quartermaster General

Brigadier General Scott G. West, the 48th Quartermaster General, sends his regards from Iraq. He appreciates the support of prayers, cards, letters, and packages you have sent him. He has one request - "Keep uppermost in your minds the men and women serving in this struggle (global war on terrorism). Pray for them. Remember that you are directly linked to their success. They are warriors. They must embrace that concept before they arrive on these mean streets. All of Combined Joint Task Force-7 (CJTF-7) is counting on you to develop the Warrior Ethos mentality in the Quartermasters that arrive here each day."

At the US Army Quartermaster Center and School (USAQMC&S) our mission is clear: train Soldiers and grow leaders with a Warrior Ethos mentality. It is our responsibility to ensure ALL Soldiers departing the USAQMC&S are tactically competent in warrior tasks and drills and technically proficient in their military occupational specialties. We cannot afford to shift these responsibilities to the Soldier's first unit of assignment because that first unit of assignment may deploy within days of the Soldier signing in. This is the reality we face as our nation is at war. The phrase "train as we fight" has taken on a whole new meaning. We must ensure our Soldiers are trained to standard on tactical and technical skills necessary for survival on the battlefield. We must also train our Soldiers to work together as a team with a joint mindset. We are "An Army of One" but also a member of a joint force ready to serve the people of the United States when our nation calls.



Colonel William A. Jenks

Our Soldiers must be ready when that call comes. Within the next 18 to 24 months, major "Way Ahead" initiatives will occur in how we do business in the Army and with our sister services. We will incorporate ideas, technologies and concepts developed for the future force to enhance the capabilities of the current force.

One initiative for the Quartermaster Corps is the approval of the warrant officer specialty 923A (Petroleum Systems Technician). After more than a year of research, coordination, briefings and staff actions, we now have formal approval from the Deputy Chief of Staff, Army G1 (Personnel) to create this new Quartermaster warrant officer specialty. The Petroleum Systems Technician will eventually be assigned to selected Active Army, Army National Guard and US Army Reserve units throughout the force structure. Approval of this new initiative calls for the 923A petroleum warrant officer specialty to be placed in the table of organization and equipment units effective October 1, 2006. To achieve this, we will begin to access Quartermaster Soldiers in early 2005 with training to follow in early 2006. We should all be excited at the prospects of this new and emerging initiative for our Corps. I am confident this new 923A specialty will join an already elite Warrant Officer Corps of proven Quartermaster technicians who provide key and essential support to the warfighter.

We are fortunate to have the 48th Quartermaster General on the ground as part of CJTF-7 to help

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www.Quartermaster.army.mil

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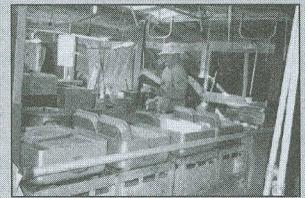
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OUTSIDE BACK COVER: A Quartermaster leaps over a fallen tree at the Logistics Warrior Field Training Exercise (FTX) site at Fort Lee, VA, that simulates battlefield scenarios. Photograph by Tim Hale, Fort Lee Public Affairs Office.

INSIDE BACK COVER: The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 now are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.quartermaster.army.mil.



Soldier's Creed

I am an American Soldier.

I am a warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

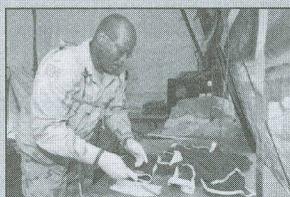
I always maintain my arms, my equipment and myself.

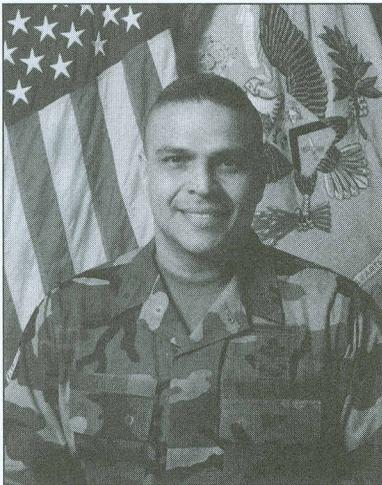
I am an expert and I am a professional.

I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.





New Regimental Command Sergeant Major



Command Sergeant Major Jose L. Silva

Greetings from the US Army Quartermaster Center and School, Fort Lee, VA. It is a great honor and humbling experience to be selected as the next Regimental Command Sergeant Major. I would like to thank the 48th Quartermaster General, Brigadier General Scott G. West, for his vote of confidence in me. He is still currently deployed in Iraq doing great things for our nation and making it happen as the Director for Logistics, C4 (Command, Control, Communications and Computers), Combined Joint Task Force-7.

Up to Speed

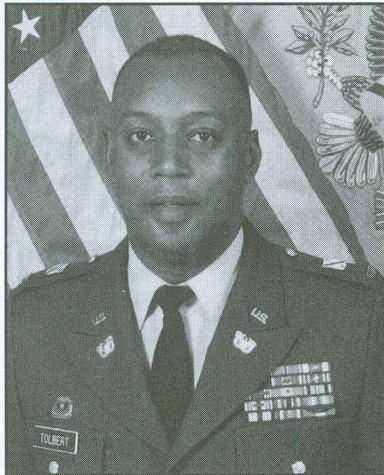
In the few weeks since my arrival at Fort Lee, I am still trying to get up to speed in all the ongoing issues and changes that will be affecting the Quartermaster Corps. The challenges are many, but the future looks bright thanks to the enormous dedication, selfless service and teamwork displayed by the Lee team: Department of Defense civilians, Active Component/Reserve Component/Army National Guard Soldiers, and the great leadership and staff who continue to work behind the scenes.

Our deployed Warrior Logisticians continue to make their contributions in the form of lessons learned. These experiences help us understand the challenging scenarios in the new battlefield and are used to develop training programs that will deliver Quartermaster Soldiers embedded in the Warrior Ethos, proficient and more lethal, and able to shoot, move and communicate as never before. These Warrior Logisticians will make a positive contribution the moment they report to their new units.

Nothing has been the same since the terrorist attacks within the United States on September 11, 2001. The Army's flexible approach to face this new global enemy has made us change our structure, the way we deploy and fight and, therefore, the way we train. It is not if, but when, the call will come again. It is our commitment to train the best of the best so that these warriors can continue to write Quartermaster history, live the Warrior Ethos and experience the honor of being an American Soldier.

CSM Jose L. Silva is the 6th Regimental Command Sergeant Major (CSM) for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom, 7 Nov 01-26 Jul 02, as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazar-e-Shariff and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom to serve as the Joint Logistics Center CSM before coming to the US Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an infantryman in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.

(Continued on page 45)



Extending Technical Expertise in the 21st Century



Chief Warrant Officer Five James C. Tolbert

Greetings from Fort Lee and the "Home of the Quartermaster Corps." Today as we find the Army at war against terrorism, I am proud of the multitude of Quartermaster warrant officers who are deployed or will deploy in support of ongoing military operations. I continually hear accolades about the outstanding service that Quartermaster warriors are contributing to the fight. Particularly, many junior warrant officers who recently graduated from the Warrant Officer Basic Course now find themselves deployed in Afghanistan, Iraq and other locations around the world serving in their new capacity as Quartermaster warrant officers.

Warrior Ethos

Because of these great logistics warriors, the Quartermaster focus now and well into the future will emphasize the Army's Warrior Ethos in every Soldier regardless of rank, specialty or type of unit. Gone are the days when combat service support Soldiers can expect to operate in the relative safety of the rear echelon of battle. As witnessed continually during *Operation Iraqi Freedom*,

Quartermaster Ethos

Warrior Logisticians who are Soldiers first, technicians second to none; battle focused; reliable professionals assuring victory by sustaining America's armed forces in peace and war.

today's enemy operates on an asymmetrical battlefield and leaves no unit or specialty with the cover of safety.

New Petroleum Systems Technician

Here at the US Army Quartermaster Center and School, we're working hard to train Quartermaster warrant officers for this new operational environment. As we continue to prepare our current crop of Quartermaster warrant officers for future operations, I am pleased to echo the acting Quartermaster General's excitement at the prospects of our newest Quartermaster warrant officer specialty 923A (Petroleum Systems Technician). We've been working this initiative during the past year. Now, with formal approval from the Deputy Chief of Staff, Army G1 (Personnel), we will continue with plans to commence the first Warrant Officer Petroleum Systems Technician Basic Course during Summer 2006. Accessions are expected to begin during late Summer to Autumn 2005, with the goal of placing the first 44 Petroleum Systems Technicians in selected units across all Army components by 1 Oct 06. To achieve this goal, much work remains. However, in the coming months, we will provide more information on this new Quartermaster warrant officer specialty as we solidify specific accession, training and management objectives.

Clearly, warrant officers who are Petroleum Systems Technicians will represent a huge advancement not only for the Quartermaster Corps, but also for the Army. This new initiative will enable the Quartermaster Corps to continue providing expert petroleum support on the battlefield through sustained technical expertise, both from the officer and enlisted

ranks as well as the new petroleum warrant officer specialty – the Petroleum Systems Technician.

CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, Virginia, as the Regimental Warrant Officer/ Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; and Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, USAQMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command, Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.

EDITOR'S NOTE: *CW5 (Retired) John F. Zimmerman, whose 37-year military career exemplifies both the heritage and the spirit of the Quartermaster Warrant Officer Corps, died of cancer 23 Jan 04 while serving as the Honorary Regimental Warrant Officer of the Quartermaster Corps. Excerpts from CW5 James C. Tolbert's personal tribute to CW5 Zimmerman, one of many given at his memorial services, begin on this page.*

In Memoriam

Property Book Systems Expert Made Quartermaster Warrant Officer History

CW5 John F. Zimmerman is important to the legacy of Quartermaster warrant officers as the single subject matter expert and project officer who designed, developed and implemented the Army's Standard Property Book System. CW5 Zimmerman, who was inducted into the Quartermaster Hall of Fame in 2001, died of cancer 23 Jan 04, at age 61 in Hopewell, VA, after a brief hospitalization.

Known as a mentor and teacher to Quartermaster warrant officers throughout his 37-year military career, he began as an enlisted soldier at Fort Jackson, SC, in 1960. Following his discharge in 1963, he served with the Georgia Army National Guard until recalled to active duty as a supply warrant officer in August 1967. He continued to serve in that capacity until his retirement in September 1997. He was primarily assigned to warfighting units either as the property book officer or the supply support technician, with overseas tours of duty in Germany, Korea and Vietnam.



CW5 John F. Zimmerman

In addition to his many technical assignments in supply and logistics, CW5 Zimmerman was the first to serve as the Chief Warrant Officer of the Quartermaster Regiment and the Quartermaster Warrant Officer Proponent. He also served as the Quartermaster representative to the Department of the Army (DA) Total Warrant Officer Study (TWOS) and as a senior member of the first DA worldwide warrant officer recruiting team. A key player in developing and implementing the initial Warrant Officer Training System, he also performed the initial research and rank-coding for all Quartermaster warrant officer positions within the Army's Authorization Documentation System. He authored the first Quartermaster Warrant Officer Professional Development Pamphlet, a publication that became the model for other branches and is still in use today. He established appointment prerequisites for the all military occupational specialties of Quartermaster warrant officers.

As Chief Warrant Officer of the Quartermaster Corps, he represented the 39th Quartermaster General, MG Eugene L. Stillions Jr., in the mid-1980s on all issues affecting the Quartermaster warrant officer force. He was the central point of contact in establishing responsibilities throughout the Army for all matters involving the lifecycle functions for career management of Quartermaster warrant officers.

The Vietnam veteran was assigned to the US Army Logistics Center, Fort Lee, VA (now the US Army Combined Arms Support Command) as the primary project officer responsible for the functional design, analysis, development and testing of the Army's Standard Automated Property Accounting System. He developed the system from concept and placed it in a prototype test environment in three years: an achievement unequaled in Army systems design history. The current Property Accounting System used throughout the Army is the direct result of CW5 Zimmerman's efforts.

After a year in Korea as the Director of Logistics for the Special Troops/Combined Field Army, he returned to the US Army Quartermaster Center and School to serve as the Senior Warrant Officer Advisor to the Commanding General, US Army Logistics Center. There he was responsible for all proponent matters relating to Quartermaster, Ordnance and Transportation warrant officers. In 1990, he served another tour in Korea, where the Commanding General of the Combined Field Army in Korea gave CW5 Zimmerman the responsibility for developing and implementing a Logistics Management Deactivation Plan for the Army's only and last Field Army Command. He developed a plan in which the combined field Army deactivated without any loss of property. In his final assignments on active duty, CW5 Zimmerman served again as the Quartermaster Warrant Officer Proponent and also as Chief Evaluator for the Chief of Staff, Army Supply Excellence Award based at Fort Lee.

CW5 Zimmerman retired to a home near Fort Lee, "Home of the Quartermaster Corps" where he was inducted into the Quartermaster Regiment in 1997. He was active on the Quartermaster Foundation's Board of Directors, raising awareness and funds for the US Army Quartermaster Museum. Since May 2003 he also had served as the Honorary Regimental Warrant Officer of the Quartermaster Corps, continuing his personal history of molding, mentoring and counseling the next generation of Quartermaster warrant officers.

2004 Quartermaster Warrant Officer Training Conference

The 2004 Quartermaster Warrant Officer Training Conference hosted 144 Quartermaster warrant officers from the rank of Warrant Officer One (W01) through Chief Warrant Officer Five (CW5), 15-19 Mar 04, at Fort Lee, VA. Quartermaster warrant officers from the Active Army, Army National Guard and US Army Reserve attended. The conference's intent was to combine professional development briefings with military occupational specialty (MOS) briefings and work group sessions. COL William A. Jenks, the acting Quartermaster General, opened the conference with a State of the Quartermaster Corps briefing. Other professional development briefs included a Quartermaster warrant officer proponent brief by CW5 James C. Tolbert, a promotion board information brief by CW5 Jose Alicea who was a 2003 promotion board member, career management brief by CW4 Gary Marquez, the Quartermaster career manager assigned to the Army Human Resources Command, an Army G1 (Deputy Chief of Staff, Personnel) brief by CW5 Matt Wojdak and a session with CW5 Jerry Dillard who is the warrant officer advisor to the Army Chief of Staff.

Specific MOS briefings included guest speakers from the Army G4 (Deputy Chief of Staff, Logistics), Logistics Support Agency, US Army Combined Arms Support Command, Defense Logistics Agency and the Third Army's Food Advisor. CW5 (Retired) William C. Mullins was installed as the new Honorary Chief Warrant Officer of the Quartermaster Regiment, succeeding the late CW5 John F. Zimmerman. (See *In Memoriam* on page 5.) A conference after action report will be released soon.

Army Logistics White Paper

'Delivering Materiel Readiness to the Army'

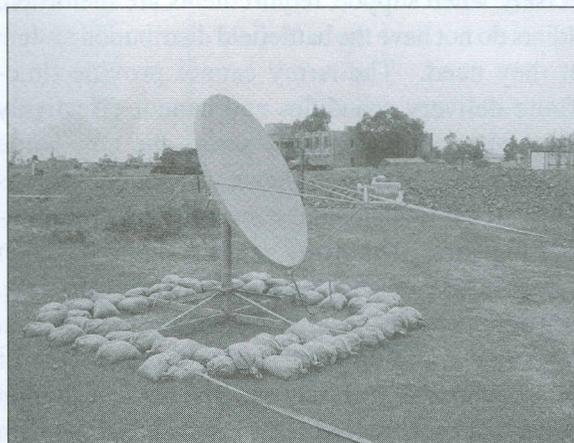
Army leadership credits the ingenuity and hard work of individual Soldiers with logistics successes in *Operation Iraqi Freedom*. Conversely, the ongoing *Operation Iraqi Freedom* has highlighted the outdated logistics systems on today's fast-paced, nonlinear battlefield. Lieutenant General Claude V. Christianson, Army G4 (Deputy Chief of Staff, Logistics), targets four areas of logistics that require immediate attention in an *Army Logistics White Paper, 'Delivering Materiel Readiness to the Army.'* These are the four G4 priorities: (1) integrate Army logistics with the military's joint, satellite-based, network communications system; (2) improve timely, flexible supply delivery to the battlefield; (3) improve logistical support for forces first entering a theater of operations; and (4) integrate the supply chain to improve communication with commands and distribution of supplies. The G4's objectives are based on what the Chief of Logistics for the Coalition Forces Land Component Command (CFLCC) experienced in Southwest Asia, as well as several months of analysis and discussion. The following four focus areas from the white paper of December 2003 explain where the G4 intends to apply his efforts and resources during his tenure.

The Army G4 exists to deliver materiel readiness to Soldiers - a task that has remained the same for years. Today's operating environment has changed: we are an *Army at War...relevant and ready*. The most critical task is to **sustain the combat readiness of the deployed force and to maintain the operational readiness of the current force**. The current force provides the warfighting readiness. The current force must adapt to a changing enemy and fight and win decisively against any threat. The fundamental challenge within G4 is to enhance current capabilities while transforming Army logistics for the 21st Century.

The *Army Logistics White Paper* addresses known shortfalls in the current structure that require immediate action and also directly supports the Army's transition to an expeditionary force that is agile, versatile and capable of acting rapidly and effectively. The four focus areas are the Army G4's highest priorities for the next two years.

Focus Area 1. Connect Army Logisticians

Today's Army logisticians cannot see the requirements on the battlefield. Military customers cannot see the support coming their way. As a result, the Army relies on pushing support based on a best estimate of what the Soldier needs. Soldiers order the same item several times because they have no



confidence support is on the way. Connecting Army logisticians will solve this problem. Army logisticians will be an integral part of the joint battlefield network with satellite-based communications that provide 24/7 connectivity on demand, enabling logisticians to pass and receive key data from the battlefield to the industrial base. This connectivity will cover the battlefield. Also, this connectivity will provide Army logisticians the agility and flexibility to quickly plug into and unplug from a dedicated network with an asynchronous (standalone) capability.

The G4, along with the US Army Materiel Command (AMC) and the US Army Combined Arms Support Command (CASCOM), will work with the

Chief of Staff of the US Army (CSA) Task Force Network. The goals are embedding logistics communications solutions within the Army's network and optimizing joint and combined operations in an expeditionary environment. Resource planning in the Battle Command Sustainment and Support System (BCS3), Global Combat Support System-Army (GCSS-A), Logistics Modernization Program (LMP), and Product Life-cycle Management (PLM+) is critical for implementing fully Focus Area 1 from foxhole to factory to foxhole. The logistics common operating picture (LCOP) will be improved by this network connectivity. It will provide the vital link in the joint commander's ability to see his force and to make decisions based upon accurate, real-time logistics information.

Focus Area 2. Modernize Theater Distribution

Today's Army is not able to respond rapidly and precisely when support requirements are identified. Soldiers do not have the battlefield distribution system that they need. The Army cannot provide time-definite delivery schedules and cannot effectively control physical movements across the new battle environment. Effective theater sustainment rests solidly on the fundamental concepts of distribution-based logistics. The Army needs a single focus on the simple task of guaranteeing delivery - on time, every time. The distribution system must reach from the Soldier at the tip of the spear to the source of support, wherever that may be. Theater distribution success will be measured at the last tactical mile with the Soldier.

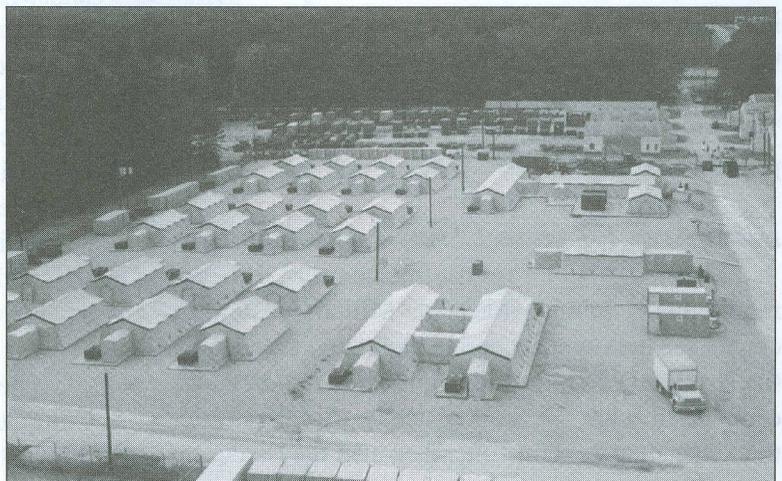
The Army will build warfighter confidence by increasing visibility and establishing flexible, responsive distribution capabilities. There will be no need to store large quantities of supplies forward because logisticians will respond to customer requirements with speed and precision. The G4 will work with CASCOM and the US Transportation Command (which is the Department of Defense (DOD) distribution process owner) to develop this solution from factory to foxhole in the joint environment. Along with AMC and the Defense Logistics Agency, the G4 is committed to an effective distribution-based sustainment process.



Initially, work will be with CSA Task Force Modularity to develop this objective.

Focus Area 3. Improve Force Reception

The Army has invested heavily during the past 10 years to improve its ability to deploy rapidly from the continental United States. The strategic movement of forces by Large Medium Speed Roll-On/Roll-Off (LMSR) vessels and C-17 aircraft has significantly enhanced deployment capabilities. However, the Army has not invested at the other end: the ability to receive forces in the theater. Soldiers are hamstrung by the lack of an organization that focuses on joint theater opening tasks. Today the Army builds *ad hoc* support organizations to execute aerial and sea port of debarkation operations, and the Army depends on forces from several organizations to establish the theater sustainment base. This process of receiving forces in theater takes time, a luxury that will be unavailable as the Army develops an expeditionary structure able to rapidly deploy joint-capable force modules.



For immediate operational employment and sustainment of the expeditionary force flow, the Army will design an integrated theater-opening capability to respond on extremely short notice and execute critical sustainment tasks immediately upon entry. That theater-opening capability will not be an *ad hoc* organization, not an organization formed for the specific situation at hand.

A force reception organization in theater must train to the task. It must be enabled with the right tools to succeed, and it must have the capacity to expand to meet theater growth. The critical operational tasks for this force support organization include the following: (1) providing operational sustainment command and control with reach-back capability and initial network visibility; (2) conducting theater reception, staging, onward movement and integration operations that include life support, force protection and port of debarkation operations; and (3) sustaining forces in theater with theater distribution and requirements visibility.

Focus Area 4. Integrate the Supply Chain

During the past several years, the Army has taken supply reductions at many levels for various reasons. Army policy changed several years ago to reduce the amount of items carried on unit prescribed load lists, while simultaneously reducing stock levels in many authorized stockage lists across the field Army. Also, the Army took risks at the strategic level by under funding strategic spares programs. The cumulative

result of these reductions is a lean supply chain without the benefit of either an improved distribution



system or an enhanced information system. As a result, Soldiers are at the end of a long line of communication with reduced inventories and an old distribution system.

The Army will view the supply chain as a whole to ensure understanding of the impact of actions across the entire chain, not just at a single level or within a single service. This joint, end-to-end view is essential to provide the kind of support Soldiers deserve. The solution is an enterprise view of the supply chain, along with an agency and a service integration of processes, information and responsibilities. There is a commitment to developing the Army's Enterprise Solution to the supply chain in close coordination and alignment with DOD's Focused Logistics Initiative.

Ultimately, joint information will be freely and automatically shared among strategic, operational and tactical level headquarters and agencies. Consumers and logisticians from all agencies and services will enter local supporting systems, plugging into the sustainment network for end-to-end joint total asset visibility. As a result of theater distribution efforts, combatant commanders will be able to see inventory in motion, as well as see what is available at storage locations. They will be able to rapidly and effectively execute decisions that meet their supply requirements.

Conclusion

Delivering sustainment on time, every time will build confidence in the minds of the combatant commanders. That will happen only if Army logisticians have the capability to see the requirements every day and to control the distribution to guarantee precise, time-definite support.

Army logisticians will be part of joint and combined logistics processes that increase speed to deliver focused logistics. Real-time total asset visibility will be integrated and seamlessly connected to the industrial base. This will give an LCOP with the kind of end-to-end control that always delivers the right support to the exact location at the precise time needed. If the Army does not connect its logisticians, improve its distribution system, modernize force reception, provide integrated supply management and give joint total asset visibility to the joint force combatant commanders, Army leadership will study these same lessons after the next major conflict.

Quartermaster Commentary

Feeding the Troops: Expanding the Options

Priscilla Dolloff-Crane

As this is written, the United States military forces are participating in unit rotations of historic proportions in Southwest Asia. The massive rotations of personnel in 2004 provide welcomed relief for thousands and tremendous demands for those inbound for *Operation Enduring Freedom* in Afghanistan and *Operation Iraqi Freedom*. The new arrivals will find that sustained tensions and elusive stability create physical, mental and emotional challenges.

As did the forces before them, the inbound military personnel will adapt as they negotiate the difficult, hostile environment. However, the newly arriving forces will benefit from the organizational structures and logistics platforms emplaced through the hard work of the units preceding them. Their start point will be better. The foundation for their improved well-being is in place. Much like any other project,

there are phases yet to accomplish. This article focuses on feeding the troops.

Food makes a difference. That difference goes well beyond satisfying the basic physiological requirements for calories, proteins, vitamins and minerals needed for baseline biological survival. The intake of the right foods in the right balance makes a difference in alertness, responsiveness and resistance to fatigue and disease. The right nutritional status makes a difference in healing after injury. The right diet facilitates recovery after extended stress, both physical and mental.

Key factors promote consumption of that right diet. Appearance, aroma, taste and texture matter. Temperature matters. Quality matters. Variety matters. Social interaction matters. Resources matter.

Extract of CONOPS Timeline for Feeding Plan Ration Mix

MRE 100%	UGR-H&S 33%	UGR-A 20%	UGR-A 33%	UGR-A* 60%
	MRE 67%	UGR-H&S 47%	UGR-H&S 34%	UGR-H&S 20%
		MRE 33%	MRE 33%	MRE 20%

1-20 days

21-30 days

31-60 days

61-90 days

91-120 days

*Transition to Line Item A (LIA) rations must be approved by Headquarters, Department of the Army, per DA Pamphlet 30-22 (Operating Procedures for the Army Food Program). All supporting requirements such as personnel, equipment, refrigeration, storage, transportation and the subsistence prime vendor platform must be rated "green." The UGR-A Supplemental Short Order menu and CONOPS 21-Day LIA Menu are implemented after significant maturation of the theater logistics system.

LEGEND:

A rations Temperature-sensitive or shorter shelf life foods
CONOPS Contingency operations

H&S

MRE

UGR

Heat and Serve

Meal, Ready To Eat

Unitized Group Ration

The operational environment matters. Thus, logistics planners and the military food service community have developed a hierarchy of options for feeding soldiers in contingency operations (CONOPS). The options run the gamut from the Meal, Ready to Eat (MRE) through the two versions of the Unitized Group Ration (UGR) to freshly prepared meals available at Force Provider tent cities for deployed military personnel and the dining facilities of the Logistics Civil Augmentation Program (LOGCAP).

In the early days of *Operation Iraqi Freedom* as the theater logistics were being established in 2003, we had reports of constrained supply delivery to the most forward units. Coalition air strikes began 19 Mar 03 in Iraq, and President George W. Bush declared an end to combat operations 1 May 03. Over time, there were published stories of military personnel hunting goats, reportedly to provide a break to the monotony of “brown-bag” meals. Those days are over. The military food program has plentiful stocks in the right places in 2004.

Commanders, leaders and Soldiers know that keeping the military safe from accidental disease and deliberate poisonings means protecting the military subsistence supply sources from contaminations. We have learned that eating “on the economy” takes a toll. When troops regularly frequent the local vendors, there is a significant increase in the units’ reported incidence rate of food-borne illness with nausea, vomiting, fever and diarrhea. That translates to lost duty time and diminished responsiveness. Iraq and Afghanistan remain tough environments.

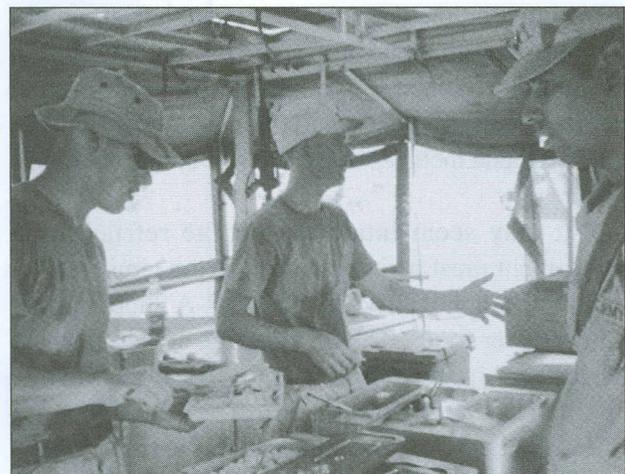
Three Meals a Day

During the past year, there has been growth and refinement of the military logistical infrastructure and delivery of products and services. There has been great improvement in the reliability, quality and variety of food served under the military food service umbrella. No longer are anecdotes relayed of units eating only MREs for months at a time. Units are confident that sufficient supplies are on hand. There is no question about three meals a day for each person.

Questions do remain. Which food service option fits best in the unit’s immediate operational



Readying UGR-Heat and Serve Containerized Foods



Serving UGR-A Rations With Freshly Prepared Foods

environment? Are individuals dispersed and eating on the move? MREs *are* the right answer.

Can we safely afford to assemble in clusters of personnel to serve a hot meal? Can we get a large pot of boiling water or a more sophisticated tray ration heating system? Then we can service small or larger groups with the UGR-Heat and Serve.

Do groups of military personnel have access to mobile kitchen trailers or containerized kitchens? Can they maintain limited amounts of frozen foods in a frozen state? Do we have more time in a location to prepare meals before serving the food? Do people know what they are doing in regard to sanitary food practices? Can we gather groups of people to prepare and serve the foods without creating targets of opportunity for the enemy? The more stable and better-resourced environment will support the decision

to serve the UGR-A ration, with its seasoned and freshly prepared meats.

Short Order Foods

The next level of service is a recent addition to the Army feeding concept – used only during true contingency operations and not during training. Requiring significant refrigeration resources for distribution and storage of frozen and chilled products, and also knowledgeable food service labor for preparation of the entrees, UGR-A Supplemental Short Order menus provide another increase in the variety, quality and acceptability of meals. The UGR-A Supplemental Short Order menus have a customer-pleasing rotation of hamburgers, french fries, quick-serve sandwiches and barbecue-style entrees; frozen vegetables for better eye appeal, flavor, form and texture; and expanded salad options. In addition, the dessert menu includes occasional ice cream novelties.

It may seem intuitive, but the refrigeration equipment must be in place before the temperature-sensitive supplies arrive for the UGR-A Supplemental Short Order foods. The first attempt at “let them eat ice cream” meant very few enjoyed the treat - most of it became a melted mess. Heat-sensitive supplies should only go into the theater after the right storage equipment is in place and functional. In the early stages of the theater logistics development in 2003, subsistence supply coordination did not include an overview of equipment requirements and status. Theater subsistence experts, who regularly evaluate the match between food and equipment systems, were not in place in the early days of the deployed forces. Leaders therefore missed key counsel. The requisitions for the ice cream (and seafood) were processed, the supplies came in, and the sensitive items rapidly spoiled because of the lack of appropriate refrigerated storage and distribution equipment. Lesson learned.

Line Item A (LIA) Menus

There are yet other levels of feeding support for contingency operations. While not every single individual will regularly benefit from the option, thousands and thousands of well-fed diners will be coming out of theater. Some personnel will have short respites through systems such as Force Provider, the Army’s containerized tent cities. Others will find that

Seating



Setting Up



**Displaying
Fresh
Fruit**



Holiday meal at LOGCAP Contract-Operated Dining Facility at Camp Doha, Kuwait

the best food service opportunities now in place are mostly through the LOGCAP food service operations contracted to civilian businesses.

These huge LOGCAP food service operations have begun working from the common platform provided by the CONOPS 21-Day LIA Menu. This menu provides stability to the ordering and supply management system and gives diners the variety and style of menu selections that closely mimic the choices in a garrison dining facility. The CONOPS 21-Day LIA Menu is designed for contingency operations under specific conditions. These conditions include mature logistical support, equipment and skilled food service labor in place, and operational tempo and risk assessment that allow large numbers of people to process through a semi-fixed location.

The LIA ingredients are managed as individual stockage lines. This greatly increases the demands for carefully balanced supply management. Many of the frozen and chilled items require careful handling during transportation, storage and preparation to avoid contamination, distress or spoilage. In a hostile environment, the security of the food supply from the initial sourcing to the final plating requires rigorous enforcement of standards and protections.

The respite provided to the diners makes every bit of the effort worthwhile. Morale soars, stress levels drop and troops are refreshed. Results include better alertness and duty performance, improved resistance to illness, and better and faster healing of injured personnel.

Deployed forces have worked through a progression of feeding opportunities. The options within the matrix, from the MRE to the CONOPS 21-Day LIA Menu, are served when operating conditions permit the specific rations. The theater logisticians have a generalized timeline for establishing the necessary supply lines, but appropriate risk analysis ultimately dictates the site-specific choices. The team to do it right includes the food service team on the ground; the leaders and commanders attending to missions, enemies, troops, terrain, time and civilian considerations; the transporters and supply managers; contractors and contract managers; and the myriad of organizations

that work together to take ideas and convert them to operational systems.

The Army Center of Excellence, Subsistence (ACES) in the US Army Quartermaster Center and School at Fort Lee, VA, continues to lead efforts to refine how and what meals are served to deployed forces. Suggested improvements only become realities with the help of key organizations such as the Department of Defense Combat Feeding Directorate at the US Army Soldier Systems Center in Natick, MA; the Subsistence Supply Center in the Defense Supply Center, Philadelphia, PA; and the wise review and counsel from Army and the other military services' leaders and food service communities.

Look for more information on the evolution of contingency, training and garrison feeding programs on the ACES website on the Quartermaster Home Page. The ACES site has links to emerging developments in recipes, menus, rations and facilities and equipment. Also, this article appears online under Professional Bulletin, Current Issue Spring 2004, at www.quartermaster.army.mil on the Quartermaster Home Page.

No stagnant business lives long and well, and so it is in the Army's feeding programs. Learn, do, assess and evaluate, adapt, teach and change. The cycle renews.

Priscilla Dolloff-Crane is a Home Economist in Menu and Nutrition Programs, Quality Assurance Division, Army Center of Excellence, Subsistence, Fort Lee, Virginia. She retired from the Quartermaster Corps in 1995, with more than half of her commissioned assignments as a subsistence officer. She received her nutrition degree and food science training at Cornell University, Ithaca, New York.

Guidelines that ring true even today are extracted from the *US Army Cookbook, 1863*:

The Cook's Creed

Cleanliness is next to Godliness, both in persons and kettles. Be ever industrious, then, in scouring your pots. Much elbow grease, a few ashes, and a little water are capital aids to the careful cook. Dirt and grease betray the poor cook, and destroy the poor soldier; whilst health, content, and good cheer should ever reward him who does his duty and keeps his kettles clean. In military life, punctuality is to be exact in time. Be sparing with sugar and salt, as a deficiency can be better remedied than an over-plus.

Kitchen Philosophy

Remember that beans, badly boiled, kill more than bullets; and fat is more fatal than powder. In cooking more than anything else in this world, always make haste slowly. One hour too much is vastly better than five minutes too little, with rare exceptions. A big fire scorches your soup, burns your face, and crisps your temper. Skim, simmer, and scour are the true secrets of good cooking.

225th Forward Support Battalion Prepares for Combat Convoy Operations

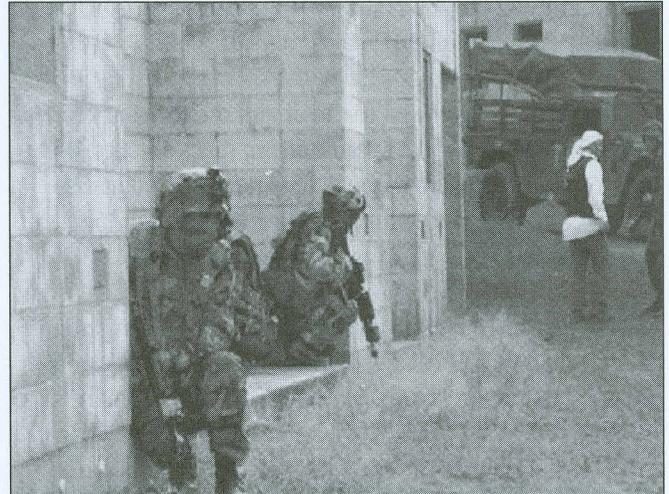
CPT Ryan D. Fearnow

To support their deployment to Iraq, 170 Soldiers trained on convoy operations on various ranges at Schofield Barracks, Hawaii, 27-31 Oct 03. Soldiers from the 225th Forward Support Battalion (FSB), augmented by soldiers from across the 25th Infantry Division (Light), worked through realistic combat scenarios in a situational training exercise (STX) and a live-fire exercise (LFX).

The concept for this exercise was much smaller in scope when developed in July 2003. The goal was home-station certification for a previously scheduled rotation to the Joint Readiness Training Center (JRTC), Fort Polk, LA, in February 2004. However, although President George W. Bush declared an end to combat operations in Iraq on 1 May 03, ambushes of military convoys continued.

For the exercise last October on the island of Oahu, Hawaii, participants divided into three convoy serials for the duration of the STX lanes and LFX lanes. The lanes offered junior leaders and Soldiers various scenarios such as task-organizing their convoy serials with elements from other units, reacting to near and far ambushes, reacting to sniper attack, clearing obstacles along convoy routes, using OH-58D Kiowa helicopters for close combat attack and route security, calling for fire, treating casualties and using the standard nine-line medical evacuation (MEDEVAC), sling loading operations, identifying and reacting to improvised explosive devices, recovering vehicles, and dealing with civilians on the battlefield while moving through a "local village."

The scenario placed Soldiers in a simulated brigade support area (BSA). The 225th FSB serial commander received a detailed movement order from the FSB tactical operations center (TOC) to conduct a convoy with an array of assets from 2d Brigade Combat Team (BCT). The mission required them to move to a drop zone (DZ), recover and sling load critical Class V (ammunition) forward to an Infantry



Convoy personnel provide security as their commander talks with a 'civilian' on the battlefield.

battalion task force. The task force had "gone black" on ammunition with less than 50 percent of its on-hand requirement.

Following troop-leading procedures and completion of a lane, detailed after action reviews (AARs) were conducted with each serial and the observer controllers (O/Cs) for the lane. The serials then had the opportunity to capitalize on lessons learned by receiving subsequent missions with a slightly altered scenario under both daylight and blackout conditions. Each serial had a chance to complete the final day of training under live-fire conditions. The key to training was the 2d BCT commander's intent that all convoys have the capability of fighting their way in and out of a situation in combat.

The plan for incorporating external assets was limited to a UH-60 Black Hawk helicopter and Infantry task force field train vehicles. In August 2003, the 2d BCT received notification of deployment to Afghanistan for *Operation Enduring Freedom*. With this deployment notification, leaders tailored the scenario to fit the situation believed to exist in theater

in Southwest Asia. The emphasis was on civilians on the battlefield and improvised explosive devices during STX training.

Later, a checkpoint staffed by pro-United States security forces was added after the 225th FSB commander's reconnaissance in Afghanistan. In September, the 2d BCT participated in Exercise Lightning Thrust Warrior, the last brigade-level exercise before deployment to Afghanistan.

The 2d Brigade commander's intent during Exercise Lightning Thrust Warrior was that all convoys have the ability to fight. Therefore, no resupply convoy was permitted to exit the BSA without two of the following assets: a Military Police (MP) M1114 armored high mobility multipurpose wheeled vehicle (HMMWV), an Engineer team (with M240B machine guns organic to this unit), an Avenger self-propelled antiaircraft system, or an antitank vehicle. These assets were in addition to whatever crew-served weapons that the combat service support (CSS) vehicles brought to the fight. Additional assets for a resupply convoy proved a significant challenge when brigade pulled such assets originally task-organized to the 225th FSB. Also, spontaneous resupply requirements preceded difficulties in using any type of matrix tracking system to manage security elements.

Combat Arms, Combat Support Participation

After Exercise Lightning Thrust Warrior, the 225th FSB commander wanted as many BCT combat arms and combat support elements as possible to participate in the STX/LFX to support the brigade commander's intent. The brigade assisted by tasking the Engineers, Infantry squads (not field trains) and antitank vehicles to provide assets for each of the three serials. Also, the 225th FSB requested and received OH-58D scout helicopter support, a UH-60 helicopter, MPs, an Avenger air defense system, and a division Artillery liaison officer.

The most challenging part of the LTX/STX in October 2003, from a battalion staff member's perspective, was the resourcing and coordinating. The 25th FSB chose to do the STX lanes (27-29 Oct 03) on a different training range than the LFX (30-31 Oct 03) for many reasons. Mainly, the LFX range is very small and narrow. Leadership felt that the "money maker," as far as training value was

concerned, would be the STX because of the number of scenarios to put on a lane while keeping the lane realistic and challenging at the same time. Serials could gain convoy speed after one scenario before encountering another. Also, conducting STX on the same lane as the LFX during the week would become too repetitive, and the soldiers would become complacent. Two days were more than enough time to drill serials on the necessary safety requirements for successful LFX execution.

Civilians on the Battlefield

Given the high operating tempo and relatively small organizational structure of an FSB, leadership had to request support from division support command (DISCOM) for civilians on the battlefield. Ten Soldiers, including the noncommissioned officer in charge (NCOIC), from the 71st Chemical Company, 725th Main Support Battalion, arrived. These Soldiers portraying civilians on the battlefield were outfitted with weapons and copies of Middle Eastern clothing. They performed their role superbly.

The O/C plan was to have two teams of six each. One team would roll out with a serial as another team completed a lane and began its AAR. This proved unrealistic once the training began because each serial had more moving pieces than originally anticipated. Consequently, one O/C team rotated among all three serials. Also, it is important to have an O/C for every combat multiplier in an exercise. The NCOIC developed a checklist for the O/Cs using multiple Mission Training Plans, Soldier Training Products and the 2d Brigade, 25th Infantry Division's Convoy Leader's Book (based partly on the JRTC Convoy Leader's Handbook). One additional mission for the 225th FSB was to validate the brigade's convoy standing operating procedure (SOP) as part of the AAR.

Opposing Forces

The STX opposing forces (OPFOR) plan was to use an Infantry squad with no serial on the lane at the time. The 225th FSB had originally requested four squads to support the exercise (one per serial and one dedicated to OPFOR), but brigade could only guarantee three squads. Ultimately, this system worked. There was no noticeable loss of cohesion or training value by taking a squad away from a serial

while the squad was in the assembly area for two hours (the length of one STX iteration).

One of the battalion commander’s priorities was for each participating Soldier to wear individual body armor (IBA). Specifically, each Soldier was to experience the added difficulty that IBA presents while engaging a target. Unfortunately, the 25th Infantry Division (Light) central issue facility does not stock the ceramic inserts for the IBA vests. To compensate, the 225th FSB worked with the local US Marine Corps unit to sign for 40 sets of plates, which rotated among serials during the LFX.

The most challenging part of the coordination was the serial task organization (Figure 1). There was some initial resistance to keeping an eight-vehicle maximum on each serial, mainly because so many units wanted to participate. From an operations perspective, the problem was that large serials on small ranges would keep most Soldiers out of the fight. In the case of the LFX, a large serial would mean less of a convoy and more of a long line of vehicles stopping and going every 100 meters.

Of all the additional assets, the OH-58D Kiowa helicopters required the most coordination and preparation. The training to assist the three serial commanders from the 225th FSB (one each from Headquarters and Company A, Company B, and

Company C) about one month before the exercise included helicopter pilots. Personnel in the 225th FSB’s nonorganic assets (personnel and equipment not authorized to the unit) trained the serial commanders how to properly incorporate nonorganic personnel into the combat convoy exercise.

To avoid communications “show stoppers” between the serial commanders and the aircraft, the helicopter pilots were staged in the immediate vicinity of the STX/LFX training area and conducted communications exercises with the vehicles. The scenario put the helicopters on station in a loitering mode waiting to execute the code word to begin flying their screens. This eliminated the need for a full-time Aviation liaison officer in the TOC.

Finally, the 225th FSB had to establish tactics, techniques, and procedures (TTP) of its own to incorporate the aircraft on the lanes. Primarily, this was the question: How was the 225th FSB going to establish its forward line of troops if close combat attack was required? This was accomplished by putting a VS-17 panel (a fluorescent orange nylon panel) on the front and rear vehicles, which created a no-fire area (Figure 2). If attack in close combat was required while convoy Soldiers were dismounted and engaging targets to their front, the serial commander was to ensure that the Soldiers were behind the imaginary line created by the fluorescent

Titan Serial* (Headquarters and Company A)	Bulldog Serial (Company B)	Rock Serial (Company C)
2 Headquarters and Company A vehicles	2 Company B vehicles	2 Company C Vehicles
1 Company B vehicle	1 Headquarters and Company A vehicle	1 Headquarters and Company A vehicle
1 Company C vehicle	1 Company C vehicle	1 Company B vehicle
1 light medium tactical vehicle with Infantry squad	1 light medium tactical vehicle with Infantry squad	1 light medium tactical vehicle with Infantry squad
2 each 3-4 Cavalry antitank vehicles	2 each Military Police M1114 armored vehicles	1 Air Defense Artillery self-propelled Avenger anti-aircraft system
* Titan Serial had internal breach assets.	1 each 65th Engineer vehicle and team	1 each 65th Engineer vehicle and team

Figure 1. Serial Task Organization
(One of the Company C vehicles in every serial was a field litter ambulance.)

orange panel. If the engagement was to the left or right of the serial and Soldiers were dismounted, then that assault element was to hold up a VS-17 panel to identify its position. (The plan was to substitute chemical lights and infrared beacons at night.)

Obviously, these VS-17 panel signals were in addition to FM radio communication between the helicopter pilot and serial commander. Rather than a unit representative, pilots who are scheduled to fly these missions must attend the initial planning conference to discuss communications and other issues, such as route names and types of armament to carry.

For exercise control, the battalion S3 (Operations Officer) supervised TOC operations and focused on the day-to-day administrative issues, such as aircraft “changeouts” because of helicopter maintenance, range maintenance, and briefings. The OIC, the captain who commanded Headquarters and Company C with experience in both *Operation Enduring Freedom* in Afghanistan and *Operation Iraqi*

Freedom, supervised execution of the training. A range-certified lieutenant filled the actual OIC role, with duties such as monitoring range control, while working inside the TOC.

Leadership debated keeping the same serials and Soldiers together for the entire week. After the 225th FSB limited the number of participating vehicles, units then requested authorization for drivers to take turns so that they could all experience the training. The 225th FSB did not give this authorization for two reasons: (1) Training benchmarks: It’s hard to judge improvement in a unit if a unit has only one- or two-lane iterations before breaking up to allow in new personnel. (2) The STX/LTX was a team-building exercise in addition to a training event.

The STX lane consisted of the following scenarios:

- A sniper, with the road sometimes blocked, sometimes not
- Blocked ambush

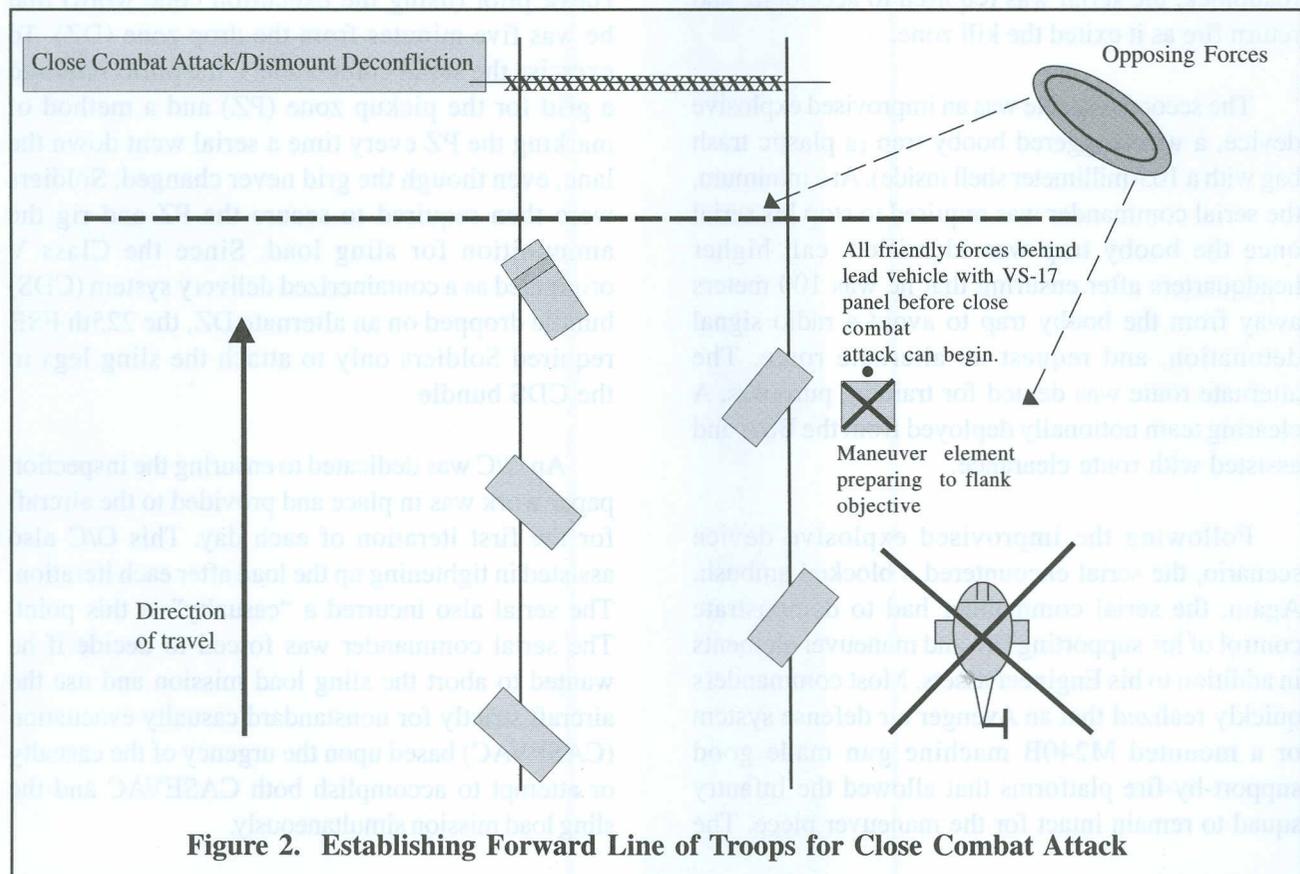


Figure 2. Establishing Forward Line of Troops for Close Combat Attack

- React to improvised explosive devices
- Unblocked ambush
- Sling load a “Class V bundle” of ammunition
- Use the aircraft in a nonstandard MEDEVAC role, if required
- React to civilians on the battlefield while recovering a damaged vehicle and its occupants
- A friendly checkpoint upon return to the BSA

Following TLP and communications checks, the serial commander gave an execution code word to the OH-58D pilot to begin his screening mission. Shortly after the starting point, the serial encountered the sniper. If the road was blocked, the serial was expected to treat the situation as a blocked ambush with supporting fires and assault element. The Engineer element would begin the breach simultaneously. The 225th FSB had a division Artillery liaison officer in the TOC to call for fire from a known point or use an existing target reference point (TRP - a known terrain feature used for adjusting fire missions). The restrictive terrain and overall unfamiliarity of the process resulted in limited calls for indirect fire. If there was a sniper without a roadblock, the serial was required to accelerate and return fire as it exited the kill zone.

The second obstacle was an improvised explosive device, a wire-triggered booby trap (a plastic trash bag with a 105-millimeter shell inside). At a minimum, the serial commander was required to stop his serial once the booby trap was identified, call higher headquarters after ensuring that he was 100 meters away from the booby trap to avoid a radio signal detonation, and request an alternate route. The alternate route was denied for training purposes. A clearing team notionally deployed from the BSA and assisted with route clearance.

Following the improvised explosive device scenario, the serial encountered a blocked ambush. Again, the serial commander had to demonstrate control of his supporting fire and maneuver elements in addition to his Engineer assets. Most commanders quickly realized that an Avenger air defense system or a mounted M240B machine gun made good support-by-fire platforms that allowed the Infantry squad to remain intact for the maneuver piece. The



Soldiers evacuate a ‘casualty’ as part of their sling load mission.

TOC ensured that the serials were providing CP (check point), ACE (ammunition, casualty and equipment), and SALT (enemy size, activity, location, and time of engagement) reports as required.

Scenario Drives Mission

The next scenario drove the entire mission. The serial commander had to alert the UH-60 Black Hawk pilot (using the execution code word) that he was five minutes from the drop zone (DZ). To exercise the serial commanders, the pilots required a grid for the pickup zone (PZ) and a method of marking the PZ every time a serial went down the lane, even though the grid never changed. Soldiers were then required to secure the PZ and rig the ammunition for sling load. Since the Class V originated as a containerized delivery system (CDS) bundle dropped on an alternate DZ, the 225th FSB required Soldiers only to attach the sling legs to the CDS bundle.

An O/C was dedicated to ensuring the inspection paper work was in place and provided to the aircraft for the first iteration of each day. This O/C also assisted in tightening up the load after each iteration. The serial also incurred a “casualty” at this point. The serial commander was forced to decide if he wanted to abort the sling load mission and use the aircraft strictly for nonstandard casualty evacuation (CASEVAC) based upon the urgency of the casualty or attempt to accomplish both CASEVAC and the sling load mission simultaneously.

In some respects the scenario with civilians on the battlefield was the most challenging for the serials. There were so many directions that the exercise control cell could take for the serials.

The NCOIC was a veteran of multiple real-world deployments so he had a feeling for how he and his crew should act. The scenario had them being pro-United States with a small anti-United States presence coexisting in the village of “Kardez.” The civilians on the battlefield could compound errors in judgment made by the serials from one iteration to the next while springing entirely different situations on the serials each time. For example, if Serial Titan chose not to treat a severely injured civilian on the battlefield on its first iteration, the civilians on the battlefield would be extremely agitated when Serial Titan went through its second iteration. Civilians would take items out of vehicles, for example. Each serial had an internal recovery capability (tow bar) used to recover a damaged vehicle along with its driver and the driver’s observer in the front seat (commonly called a “TC”), while leaders simultaneously negotiated with the civilians on the battlefield. Generally, the civilians on the battlefield were amiable if they received what

they requested, such as water, food and first aid. It’s interesting to note that on more than one occasion the commander ignored the medical rules of engagement of civilians on the battlefield and drove on without providing treatment.

Finally, the serial encountered a route checkpoint staffed by friendly, indigenous forces. This was briefed in the movement order. The test for the serial commander was to ensure that his Soldiers did not engage or threaten the checkpoint personnel after two hours of dealing with mainly hostile actions during the convoy.

The final phase of training was the LFX. All serials had to demonstrate to the range OIC that they could safely and successfully negotiate during STX before moving to the LFX. The LFX events consisted of a blocked ambush, the same Class V CDS recovery mission used during STX, a wire obstacle breach using a simulated bangalore torpedo (Figure 3), and an unblocked ambush that gave Soldiers the opportunity to fire at targets while moving in a vehicle (Figure 4).

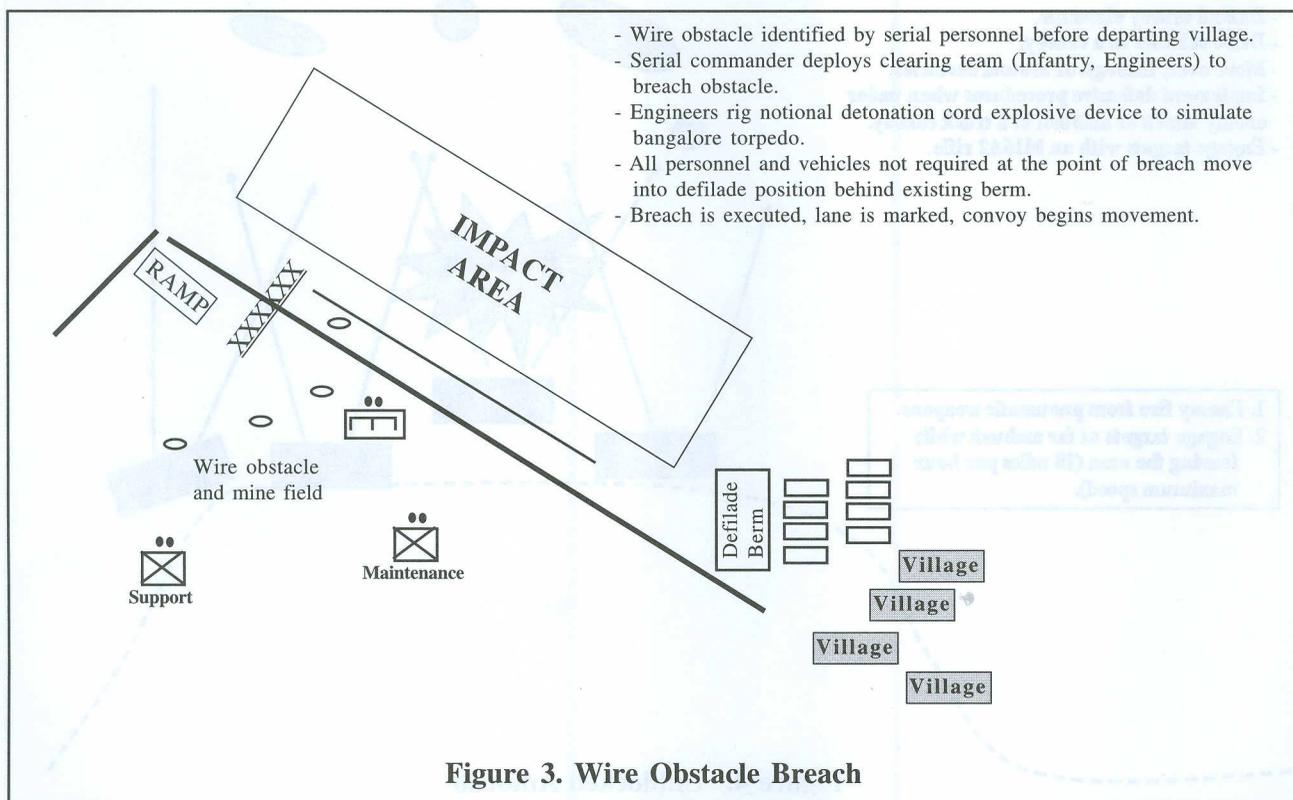


Figure 3. Wire Obstacle Breach

The 225th FSB continued to use both the UH-60 Black Hawk and OH-58D Kiowa helicopters for the LFX. Although the Kiowas did not fire live rounds because of the limited amount of M2 50-caliber machine gun ammunition available, Soldiers rehearsed and executed as if the OH-58Ds did have live rounds.

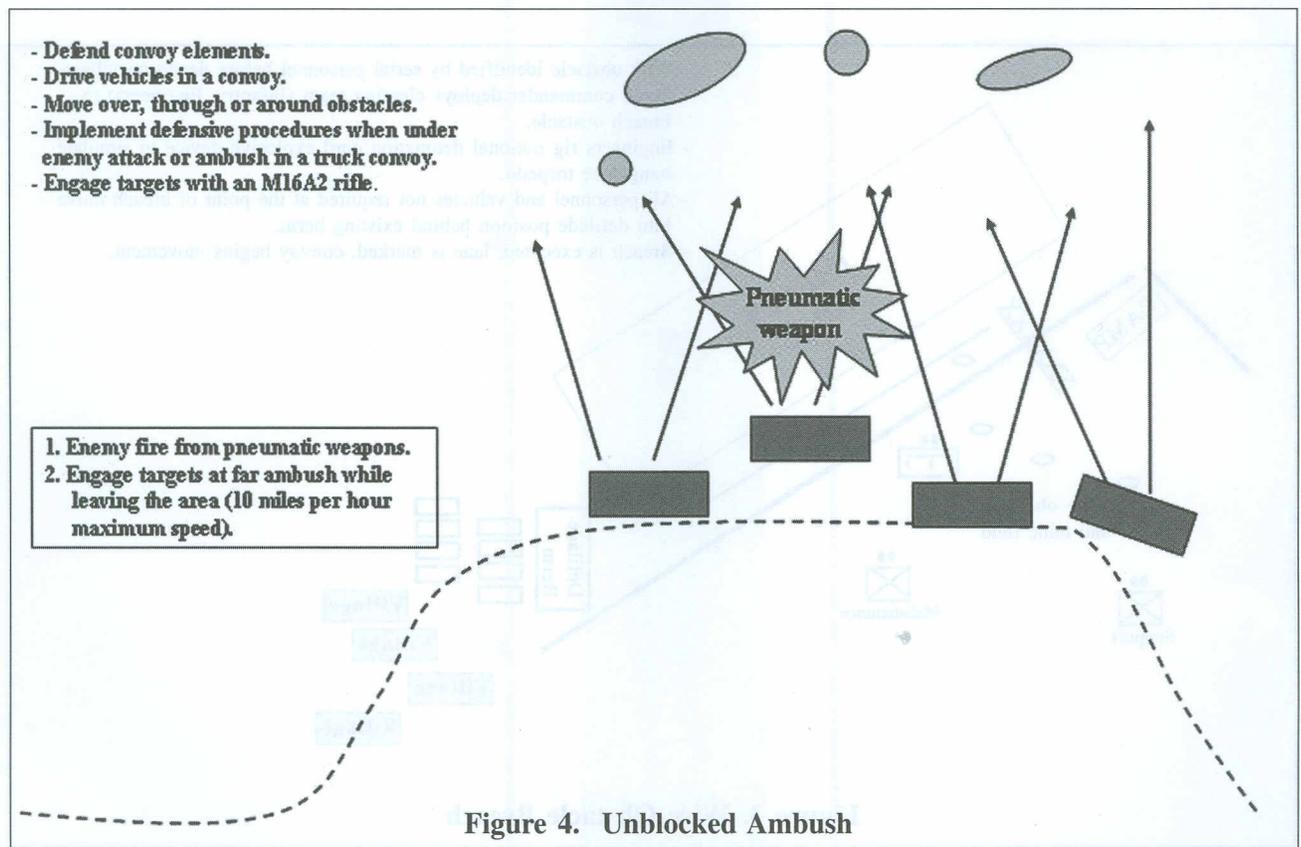
A couple of measures ensured the safety of the aircraft. First, there was neither opportunity nor requirement for the serial to fire in the vicinity of the PZ/local village area while the UH-60 was supporting sling load operations. Secondly, the OH-58D scout was not permitted to fly north of the convoy during the blocked ambush and unblocked ambush (between the serial and the impact area).

Every serial agreed that the STX training was more beneficial and more challenging than the LFX training, and leadership knew this would probably be the case going into the training. In hindsight, the 225th FSB may have gained more out of devoting the entire week to STX rather than switching to the LFX halfway through. Obviously, an LFX lane offers a couple of features that an STX does not. Most

Soldiers had not experienced firing live rounds from a moving vehicle, including some Soldiers in the combat arms. Being aware of aircraft overhead is not a worry while firing blanks.

The effort and planning that went in to this event were well worth it. As several Soldiers said at the conclusion of the STX/LTX training: "This will pay dividends when we go down range this winter."

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Through the Eyes of a

QUARTERMASTER



Base Camp Logistical Support - From the Mayor

CPT Jill S. Davis

During *Operation Enduring Freedom*, I disembarked a plane in Bagram, Afghanistan, 7 Apr 02 in midafternoon. I walked with my carry-on bags to a sagging reception tent that was dusty and dark inside. The reception personnel briefed my group about staying on the beaten path lest someone set off a land mine and about seeing local Afghan citizens walking around “post” with AK-47 assault rifles - but they were friendly. We filled out in-processing paperwork and then went outside to wait for pickup by someone from the gaining unit.

My commander and first sergeant arrived on a Gator all-terrain vehicle and said that I was going to be the Mayor. They dropped me off at the headquarters, headquarters company (HHC) tent and left. I established my tent space in a corner by draping a poncho over some nylon 550 Cord and moving my cot away from the far corner where condensation accumulated.

What exactly was the Mayor? Was this a good thing or a bad thing? I reported to a major on the facility engineer team (FET). He was double-tapped as the de-mining coordinator and the Mayor. Because the de-mining operations were so extensive throughout the air base, the Mayor’s job was handed down to the incoming Logistics Task Force 129 (LTF 129) and ultimately to myself. I shadowed the major for about a week. At the end of three days, he sat me down and said that my unit had done me a disservice because I did not have enough military rank to do this job. I’ll admit it: I cried. I could not go back to LTF 129 as a

failure. The major, for lack of a replacement, allowed me to stay.

When units or groups came in, they would come to the Mayor’s office and request to live in the area. O.K., that was how that piece was supposed to happen: coordination and authorization. The reality was that while walking around updating my map with tent, latrine, shower, unit and personnel accountability, I would find “squatters” who basically took over established tents or set up shop in an area. I had to introduce myself to everyone in order to increase their awareness that there was a system for obtaining rights to a tent or area. I also double-checked with the “old Mayor” to ensure that the area was free of land mines and unexploded ordnance. In some cases, I had to make some groups move or conform to the standard. Because I always was backed by my base operations commander, people listened to what I said the first time.

Although I worked out of the same office as the FET team, the Mayor’s office was just a place to collect messages from the dry-erase board and make people think I was on the staff. I really walked everywhere for face-to-face coordination. I had no desk, no computer and no established standing operating procedure (SOP) to follow. I maintained a copy of tent locations and the approximate number of occupants. This fluctuated because of the number and type of missions staged from Bagram Air Base.

Since each unit had different capabilities of internal support, I became a liaison to ensure that

units or detachments were pointed in the right direction for special situations. For example, with Canadian infantry troops, I worked with their engineer and their logistics officer to develop a specific area for Canadians for their next rotation. With the Italian troops, I translated and helped make sure the convoy to pick up their vehicles from the civilian airport had security and the necessary material handling equipment (MHE) support through the contracting office. The British troops very rarely needed assistance; but after an outbreak of some kind of fever, hand-washing stations from the supply support activity (SSA) were ordered to be put beside every portable outdoor bathroom.

The Listening Ear

My duties as Mayor were not programmed into anyone's force structure. As I was updating my charts and attending meetings, I became the listening ear for complaints. Complaints included personnel reception and integration, land use, tent collection and supply, equipment accountability, water and portable bathroom problems, dining facility issues, force protection, and health and morale facilities and activities. Complaints were rolled into one catch-all phrase known as "quality of life issues." The gym facility, morale tent, telephone tent, movie theater, living areas, combined dining facilities (north and south), sidewalks, roads, airfield entrance, communication services, Army/Air Force Exchange Service (AAFES), and holiday festivities fell into this "quality of life" category.

When XVIII Airborne Corps took over Bagram Air Base, the official priorities were to establish force protection and fix the airfield. However, broken equipment and the number of land mines on the air base complicated attaining the goal. Since I remained the Mayor, I could use assets to assist with "quality of life" issues as long as that assistance did not disrupt the priorities. Usually, I gave the appropriate person (FET, deputy base operations, or base operations S3 (Operations Officer)) a synopsis of a potential problem, my proposed solution and then handled the situation with his "blessing." Sometimes it was necessary to bring up a support issue in a group leaders' meeting known as the "morning BUB" (for battle update briefing). Then, with the show of support from the base operations commander, other units or

sections would give whatever assets they could muster: material, manpower or equipment.

The following description is one example of coordinating a support effort. A CONEX container by the dining facility (DFAC) was too close to the electrical wires and to the DFAC itself. (The CONEX drew rodents). The CONEX needed to be moved to allow digging ditches to lay cable for the big generators that would provide electricity for the area instead of each camp depending upon the unit-owned 3,000-kilowatt (K) or 10K generators in use. I knew the Polish engineers had a truck with an attached crane that could pick up the huge, metal CONEX. I simply asked our Polish friends to stop en route to the day's job site. Moving the CONEX with the crane was completed in less than 20 minutes. The "prime power guys" continued their cable mission without interruption, preventive medicine personnel were happy because safety of the food storage increased, the Polish troops enhanced their skill proficiency, and the CONEX was one less thing for the base commander to hear about. It was a win-win situation.

My Vantage Point

From my vantage point, communication was very difficult between groups at Bagram Air Base because there were such different levels of capability and interaction. An example was the relief scheduled for the 10th Mountain Division. The S4 (Logistics Officer) for Task Force Rakkasan based at Kandahar told me that the "Rakkasans" were on their final rotation in Afghanistan and would be replaced by a new task force from the 82d Airborne Division. My aviation elements said the same thing. The incoming personnel sheet had some dates for arrivals from the United States but no information about battalions coming from Kandahar to consolidate at Bagram Air Base and head home. This would impact the living space, the food available, the water availability, the ramp space and the helicopter maintenance space. No one seemed to realize that there might not be enough support assets or that we (as logisticians) could make accommodations so that the transition was orderly and maybe even "nice."

In my quest for information, I met the S3 for Coalition Joint Task Force (CJTF) Mountain. This planner worked in the "building within the hangar"

and knew the rotation schedules. He linked me up with CJTF Mountain's S4, the movement piece of the puzzle. Here we had been providing support for Task Force Rakkasan and helicopters (Task Force Talon, Eagle, Strike or whatever they called it that day), but they did not even know the people who made it happen for them. The base operations S3 and I attended the transition meeting. Lo and behold, CJTF Mountain had all the times, personnel and helicopter information that we needed. We were able to tell them what we could do and provided courses of action for the CJTF Mountain's commander to review. I gave information on life support, and the base operations S3 briefed airfield issues and ramp space. The one to two hours we spent in meetings with the "right" people allowed for a very smooth transition, even while the engineers simultaneously renovated Camp Viper.

Without any staff, any real rank and any real assets but with a lot of listening, coordination, flexibility and support from various units and detachments, I was able to accomplish the quality of life issues that impacted Soldiers. We achieved our goals by constantly reviewing, streamlining and delegating what was necessary to various entities within Bagram Air Base. We created our own SOPs by trial and error and by problem identification and resolution.

Most important was to find out who could help, who would help and who had an "attitude." This determined mission accomplishment. As taught in the Quartermaster-specific Phase II of the Combined Logistics Captains Career Course (CLC3): "When it comes to logistical support, the answer always has to be YES!"

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Through the Eyes of a **QUARTERMASTER. . .**



Through the Eyes of a Quartermaster is a new section for soldiers to share what they've learned on the job at any level of service to the Corps. (See Page 21.) This new feature allows authors a more personal tone when speaking to other Quartermaster soldiers in print. Quartermasters should write in a straightforward, narrative style and emphasize their mission.

In format, the text for each article will average 1-3 pages, with about 560 words per page. Photographs will be returned to the author. For further information, E-mail the *Quartermaster Professional Bulletin's* editor at kinesl@lee.army.mil

Initiating the Battery Program for the 101st Airborne Division (Air Assault)

CPT Jonathan W. Meisel

As a new logistician, I took over as the Class IX (repair parts) officer for the 101st Airborne Division (Air Assault), Fort Campbell, KY, in late August 2001. I had just come from the Supply and Services Management Officers Course, designed primarily for officers transferring into the Quartermaster Corps, after my first two years in the Army in Field Artillery. The division materiel management officer (DMMO) wanted to immerse me in a logistics problem.

The DMMO had recently received an E-mail from an executive officer in an Infantry battalion whose Signal officer had recognized a need to update the type and quantity of batteries kept as contingency stock for the Division Ready Force-1 (DRF-1). The DRF-1 would be the first battalion task force to deploy, and the DRF-1 designation rotated through the nine battalion task forces in the division.

Updating Class IX Contingency Stock

Updating the Class IX contingency stock became my assignment. As part of this project, the DMMO wanted me to look into establishing a battery consignment program. The premise of the program was to turn over all requisition and issue along with the bulk of the storage for all batteries to the Fort Campbell Readiness Business Center, Pollution Prevention Operations Center (PPOC). The program was modeled after the Class III (petroleum, oils and lubricants) consignment program that had been operating on Fort Campbell for several years.

The first step was to pull together the “smart folks” on the type and number of equipment within a battalion task force to evaluate the types and quantities of batteries in the contingency stock. The “smart folks” also included the accountable officer for the supply support activity (SSA) that maintained the contingency stock, several logisticians from the division materiel management center (DMMC), and representatives from the PPOC. The PPOC representatives were responsible for operating the

Class III program and were experienced with hazardous material acquisition, management and disposal.

The initial meeting was scheduled for September 12, 2001. This date changed because of terrorist attacks the day before on “911” in the United States, but the importance of quickly updating the list of batteries in contingency stock was obvious. We were able to meet on September 13. Luckily, the battalion Signal officer who first identified the problem had also analyzed what a battalion task force required for a five-day supply of batteries. We determined that two types of batteries on the stock list were for obsolete equipment. Another type, the BA 5590, was stocked in an extremely low quantity because of the equipment that battery supports. We finalized changes to the contingency stock and provided the updates to the senior supply technician.

With the contingency stock list updated, I turned my attention to establishing a battery consignment test program to evaluate the possible benefits of such a program. We recruited the Infantry battalion that had assisted in evaluating the contingency stock batteries as the test unit.

This was convenient for several reasons. The Infantry battalion was already familiar with the program’s concept and was the DRF-1 at the time. During review of the contingency stock list, the battalion had previously determined its battery requirements to sustain it for five days under combat conditions. We used the Infantry battalion’s estimate of a five-day requirement as a baseline for establishing its battery stock objectives.

Conducting Joint Inventory

Then, the first step was conducting a joint inventory of the on-hand stocks of both the Infantry battalion and the PPOC. Those stocks were then transferred to a PPOC storage facility. The PPOC personnel then organized the batteries for proper

management of shelf life and for testing. They conducted state-of-charge tests on several types of batteries and found that many batteries were "dead." The tests led to an accurate list of battery shortages within the battalion.

With a list of battery shortages, the next step was ordering enough batteries to get a full five-day supply on the shelves. The PPOC ordered through its direct support supplier, the Installation Supply Support Division (ISSD) SSA. The ISSD SSA provided me the document numbers for ordering batteries to correct the shortages. Together we worked with the Communications and Electronics Command (CECOM) and the General Services Administration (GSA) for the required batteries. As these batteries came in, they were added to the stocks for the Infantry battalion. The Infantry battalion then reimbursed the PPOC through a monthly report filed with the Installation Resource Management Office. This procedure was identical to the way Class III purchasing was handled at Fort Campbell.

Day-to-Day Requirements

A small quantity of batteries, about two days of supply for only a few types of batteries, was still maintained at the Infantry battalion's communications shop. This small quantity filled requests for batteries that supported day-to-day requirements. During the infancy of the program for batteries kept as contingency stock, a PPOC representative visited the communications shop weekly to inventory what was maintained there. If batteries were used, they were replaced by stock maintained by the PPOC. The PPOC submitted requests for replenishment through ISSD. Thus, the five-day stockage level was maintained.

The Infantry battalion had a Joint Readiness Training Center (JRTC) rotation scheduled at Fort Polk, LA, shortly after the test phase for battery consignment began. The battalion notified the PPOC that prepared the batteries for shipment about two weeks before loading for the JRTC rotation. The PPOC packaged the batteries with shipping materials certified for shipping hazardous materials (HAZMAT). The packaged batteries were provided to the battalion along with folders containing information for the unit movement personnel to prepare the HAZMAT paper work for shipping.

Preparation by the PPOC was a huge benefit to the battalion. The battalion received packaged HAZMAT that was ready for rail load. It also made completion of the HAZMAT paper work quick and correct. (Not to mention that the Infantry battalion was the only one to deploy to the JRTC with a full supply of batteries.)

Upon return from JRTC, the battalion turned in the batteries they brought back to the PPOC. The used batteries were tested and returned to the shelf if they retained more than 70 percent of their charge. The rest were properly disposed. The PPOC inventoried the battery stock to determine shortages and reorder as appropriate.

An observer might see an obvious problem with the acquisition procedure as described. If the requests for batteries were being submitted through the installation's Standard Army Retail Supply System-1 (SARSS-1), wouldn't this negatively impact the division SSA Authorized Stockage List (ASL) requisition objectives? Actually, this procedure was not a problem at all. Very few of the battery types were even on the division ASLs. Batteries on division ASLs had very small requisition objectives. The small number of requisitions resulted from the high use of rechargeable batteries during local training and the use of the International Merchants Purchase Authorization Card (IMPAC) credit card to purchase the types of batteries managed by the GSA from local stores. We also found that units just were not ordering batteries unless absolutely necessary because of the expense.

Realistic Look at Shortages

The battery consignment program did not force the battalion to purchase batteries. The PPOC provided a report of battery requirements with associated costs for the battalion budget officer's approval before any purchasing. The program forced units to look realistically at battery shortages and either to spend the money or assume the risk of not having the batteries on hand. The expense of batteries did not break the battalion budget, but did require more intensive budget management. The Signal officer for a brigade brought into the battery consignment program after the test phase confirmed this.

(Continued on Page 42)

The Warrior Ethos and Basic Combat Training

CPT Joshua J. LaMotte

“Rifleman first” is the familiar phrase associated with the 35th Army Chief of Staff, General Peter J. Schoomaker, who emphasizes that all Soldiers must think of themselves as combat Soldiers first. He wants leaders and senior noncommissioned officers (NCOs) to stop thinking that combat service support (CSS) Soldiers are not capable of defending themselves.

Over the years, perhaps complacency has been the Army’s number one enemy. The “doctrinal” model of war – as total war – is gone. Guerilla tactics and nonlinear battlefields create the contemporary operating environment for today’s enemy: the terrorist. Today’s Army demands Soldiers trained to adapt quickly and to expect life-threatening situations. Never before has a single Soldier had the potential of shaping foreign policy with the squeeze of a trigger.

With constant Army cutbacks in personnel, the Army has had to answer the call to recruit, train and preserve its number-one resource: the individual Soldier. The Army responded by changing its image with distinctive berets for all Soldiers, updated commercials for “The Army of One,” new enlistment incentives, the Army Values program, and emphasis on the “Warrior Ethos.”

As a company commander in an Infantry regiment conducting basic combat training at Fort Jackson, SC, my mission was to provide trained, disciplined, motivated and physically fit Soldiers who responded to leadership, focused on teamwork, demonstrated the Warrior Ethos and lived by the Army’s core values. The challenge: How do we ensure that Soldiers demonstrate the Warrior Ethos? To answer this question, I will give the Army’s definition of the Warrior Ethos, explain how we used these guiding beliefs in basic combat training at the Army’s largest training post, and then discuss my strategy to ensure our Soldiers demonstrated the Warrior Ethos.

Battle-Focused Training

The Warrior Ethos statement is contained within the new Soldier’s Creed: “I will always place the



Photograph by SGT Shawn Woodward

The Army Chief of Staff spoke to a Soldier at the Victory Tower during his visit to basic combat training at Fort Jackson, South Carolina.

mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.” However, the Warrior Ethos is not new to the Army. FM 22-100 (Army Leadership), published in August 1999, defines the Warrior Ethos as the desire to accomplish the mission despite all adversity. FM 7-1 (Battle Focused Training), approved for publication in June 2003, defines Warrior Ethos this way:

Warrior ethos compels soldiers to fight through all conditions to victory no matter how much effort is required. It is the soldier’s selfless commitment to the nation, mission, unit, and fellow soldiers. It is the professional attitude that inspires every American soldier. Warrior ethos is grounded in refusal to accept failure. It is developed and

sustained through discipline, commitment to the Army values, and pride in the Army's heritage.

FM 7-1 replaced FM 25-101 with the same title. FM 7-1 tells how to develop tasks and create standards so the Department of the Army can approve them. As a commander, I understood the meaning of Warrior Ethos, but needed to convey its impact through my training goals.

The 34th Army Chief of Staff, General Eric K. Shinseki, had directed the US Army Training and Doctrine Command (TRADOC) to define the Warrior Ethos. TRADOC put together a panel of basic combat training brigade commanders, officers, command sergeants major, drill sergeants and military retirees who surveyed every Army population. Trainers at Fort Jackson became an important part of the study. From focus groups, the panel collected data on Warrior Ethos "buzz words," asked questions about the kind of Soldiers the Army needs, determined what should and should not be taught, and then asked, "Where do we need to go next in training?" From this research, proposals were written for the current Army doctrine. The new Soldier's Creed was a product of the panel's questions and answers, and other products will come in time.

The Program of Instruction (POI) for basic combat training was a heavily reviewed document. Commanders wanted more from Soldiers beginning Army training - challenges that were mental, physical and emotional. Every training session in the POI was analyzed, looking to pack in more and more pathways to train the Warrior Ethos.

A new physical training program was designed and tested. It produced a higher number of Soldiers passing the Army Physical Fitness Test (APFT) with lower injury rates. Standardization provided increased supervision and discipline. Execution and precision were observed in excruciating detail.

Basic rifle marksmanship was tediously analyzed. Not only did commanders want Soldiers to pass, they also wanted to increase the number of Soldiers qualifying as experts and sharpshooters. This raised the bar of excellence for marksmanship.

The three-day field training exercise (FTX) in the POI was modified with a standardized scenario similar to the current Southwest Asian operating environment in the global war on terrorism. Soldiers were challenged in 24-hour operations and required to conduct security patrols. Soldiers were exposed to battle drills and expected to execute with proficiency. Soldiers had little time between training events. Concurrent training was constantly planned. An added benefit of the concurrent training was the increased leadership training.

Company commanders, executive officers, first sergeants, drill sergeants and cadre alike were forced to execute changes and adapt within short timeframes. Drill sergeants led the FTX patrol lanes as squad leaders, thus enhancing leadership and combat skills for many NCOs. Only one-third of a basic combat training company had drill sergeants who had conducted an actual combat patrol.

There were plenty of challenges in training the trainer during the FTX. The "Black Lions" of the 2d Battalion, 28th Infantry Regiment used an effective, cyclic leadership certification. The company cadre negotiated a lane as the battalion commander and battalion command sergeant major certified them. This training also allowed company commanders and first sergeants to focus on their weaker leaders and develop them. Vignettes illustrating the Warrior Ethos from *Operation Iraqi Freedom* and *Operation Enduring Freedom* were read weekly to the Soldiers, along with the unit's own "Black Lion Value Vignettes." All in all, this training reinforcement produced a more battle-focused basic combat training Soldier capable of surviving on the modern battlefield.

Army Values

How do we market the Warrior Ethos? The average leader does not ask this question. However, the seven Army Values are easily remembered with the acronym "LDRSHIP" for Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. The Warrior Ethos almost demands such a simple acronym, a simple way to remember. I worked on a concept for some time after being asked this question as a commander: How do we model the Warrior Ethos to Soldiers? How do we portray it to

them in vignettes and pictures? My answer was "CAN DO'S."

I built upon the LDRSHIP acronym for my CAN DO'S. How does the Army transform the citizen into a Soldier? Through inculcating the Army Values and instilling Soldiers with the Warrior Ethos through the CAN DO'S: Conditioning, Attitude, Nationalism, Determination, Obligation and Sacrifice.

In my model, the Army Values answer the "Be" in the subtitle of FM 22-100 (Army Leadership: BE, KNOW, DO) and my CAN DO'S answer the "Know" and the "Do." I told Soldiers that basic combat training was 60 percent mental and 40 percent physical. They had to overcome the battle of wanting to quit in their minds first, and then the victory could be won. I wanted a Soldier to say, "I CAN DO, sir!" I was tired of the "I can't . . . this is too hard . . . I think I can . . . I hope I can . . . I may be able to." Soldiers needed to understand that the Warrior Ethos is nothing more than saying "I CAN DO."

The CAN DO'S

Conditioning. First I would explain peak conditioning to Soldiers. We need to condition them to a state of high physical fitness and toughness, capable of surviving and overcoming fears and situations under stress and fatigue - disciplined. Soldiers need to be agile, mobile and versatile.

Attitude. Second, Soldiers need to understand the right military attitude. They need to act as though every Soldier is a warrior. An attitude of professionalism, sound judgment, motivation and self-reliance are required. After all, attitude reflects leadership!

Nationalism. A sense of nationalism is necessary to instill a sense of pride. Soldiers have to believe in the US Constitution and in defending the proud tradition of winning the nation's wars.

Determination. Determination requires a Soldier's dedication to mission first. Determination means refusing defeat, never giving up, maintaining discipline and initiative, improving and growing.

Obligation. Obligation is the duty of every Soldier never to leave an American behind. Soldiers defend America's freedom by interacting and operating with each other.

Sacrifice. Lastly, sacrifice in the CAN DO'S stands for selfless service to an institution as well as an individual Soldier's values. Soldiers trade life and limb to sustain the nation. Their sacrifices through selfless service connect the present with the past. Communicating this concept to the Soldiers in basic combat training seems to influence them and begin to implant the meaning of the Warrior Ethos.

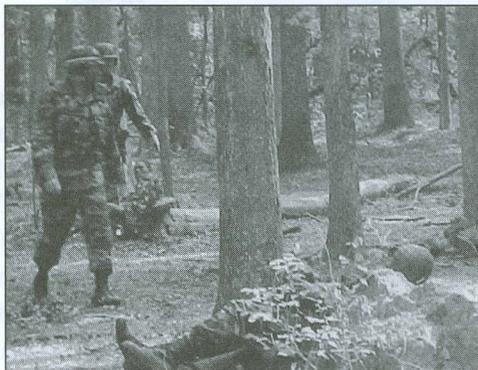
The Army's stated purpose is to be "relevant and ready." Leaders at all levels are being asked to communicate change and define the Army's ethos. Values and attributes define character as individuals, a nation and an Army. The tenets of soldierization define what we expect our Soldiers to be, know and do. The Army Values give us LDRSHIP. I believe my CAN DO'S can define the Warrior Ethos concept simply for a Soldier while meeting the intent of the 35th Army Chief of Staff.

CPT Joshua J. LaMotte, a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, received his commission through the Reserve Officers' Training Corps in 1998 and was a distinguished military graduate from North Dakota State University. He received his bachelor of science degree in both biology and chemistry from Concordia College, Moorhead, Minnesota. Military assignments include Gold Bar Recruiter at North Dakota State University; Executive Officer, Headquarters and Headquarters Company and Materiel Management Center, Division Support Command, 2d Infantry Division, Camp Casey, Korea; Supply Platoon Leader and Executive Officer in charge of providing Classes II, III (petroleum), IV and VII in supply warehouse, Camp Nimble, Korea; Executive Officer, Company A, 1st Battalion, 28th Infantry Regiment, Assistant Operations Officer for the First Basic Combat Training Brigade, and Commander, Company C, 2d Battalion, 28th Infantry Regiment at Fort Jackson, South Carolina.

The Warrior Ethos and the AIT Soldierization Process

CPT Annette L. Neal

The newest Army Chief of Staff is tearing a page from the Marine Corps playbook and insisting that every Soldier consider himself “a rifleman first.” General Peter J. Schoomaker emphasizes that everyone in the US Army must be a Soldier first.



Logistics Warrior FTX



Protective Mask Training

Specialization in the Army pulled away from the idea that every Soldier must be grounded in basic combat skills, General Schoomaker has said in much-publicized interviews. However, *Operation Iraqi Freedom* has demonstrated that no matter what military occupational specialty (MOS) or day-to-day job a Soldier has in the Army, he must be able to conduct basic combat tasks to defend himself and his unit. General Schoomaker’s emphasis on individual combat skills is part of a larger program to infuse the entire Army with a “Warrior Ethos.” Many senior Army leaders are convinced that the focus on technical skills, particularly in the noncombat arms branches, has resulted in neglecting basic combat skills.

So, I ask the question: Are we preparing Quartermasters in advanced individual training (AIT) by reinforcing - at a minimum - the basic warfighting skills learned in basic combat training (BCT)? In AIT, are battalion commanders, battalion command sergeants major, first sergeants and drill sergeants ensuring that those basic skills learned in BCT are not being ignored once the Soldiers are under their leadership at Fort Lee, VA? If so, is AIT at Fort Lee quality training and not just “checking the block”? My answers to these questions are all affirmative. After being part of the 23d Quartermaster Brigade for the past two years and most recently the S3 (Operations Officer) for the 266th Quartermaster Battalion, I can affirm that the pushes to instill Army

Values and indoctrinate the “Warrior Ethos” are certainly alive and kicking.

Initial entry training (IET) includes both BCT and AIT. IET begins with a Soldier’s arrival at the installation where he will complete BCT and ends with the awarding of a MOS at the conclusion of AIT. A Soldier’s MOS determines the installation where he will begin to learn his Army job through AIT. The mission of enlisted IET is to transform volunteers into technically and tactically competent Soldiers who live by the Army Values, understand the importance of teamwork and are prepared to contribute to their first unit of assignment. I will focus solely on the AIT Soldier’s 21 weeks or more at Fort Lee, “Home of the Quartermaster Corps.”

The soldierization process is a comprehensive, five-phase program. Each phase has goals and objectives stated to the Soldiers. Cadre evaluates each Soldier’s performance by the standards for a phase before each Soldier advances to the next phase. Ideally, at the end of the soldierization process which culminates at graduation, leaders feel confident that they have delivered quality Soldiers to the operational force. The first three phases of AIT are associated with BCT, and the last two phases are associated with AIT and MOS training. Training goals are linked to increased privileges for Soldiers during AIT.

Soldiers arriving at Fort Lee for AIT are considered in Phase IV of the soldierization process. Phase IV includes a lessening of control and an increasing emphasis on personal responsibility and accountability. The Soldiers receive reinforcement training on the seven Army Values and an introduction to the history, heritage and traditions of the Quartermaster Corps. Soldiers *will* receive initial counseling and information about the Phase IV goals consistent with the Soldiers' MOS training requirements and the continuing soldierization process. Phase IV starts at the 10th week and goes to the end of the 13th week of AIT.

Phase V begins at the start of the 14th week and continues until IET completion. In my opinion, Phase V is the most important.

Soldiers receive reinforcement training on common skills, Army training and evaluation of MOS skills. This reinforcement in Phase V leads to a four-day, three-night tactical field training exercise (FTX) called Logistics Warrior that integrates common and MOS tasks in a field environment. This is the only FTX for these Quartermasters in AIT before they report to their respective units. For many young Soldiers, the Logistics Warrior FTX is probably the last opportunity for them to conduct *realistic* scenario-driven lanes training before deploying to areas of operations such as Iraq.

Leaders at the US Army Quartermaster Center and School must continually ask themselves if they are providing young Soldiers with the tools to survive on today's modern battlefield? Are they conducting the necessary training before the Logistics Warrior FTX? Are they conducting training by using the proper TASKS, CONDITIONS and STANDARDS as outlined in the common task test (CTT) manual for skill levels appropriate to Quartermaster soldiers? We talk about training to standards, but does our "audio" really match our "video"?

As the former S3 for the 266th Quartermaster Battalion, I can say that continuing to train



MOS Training: Sling Loading Fuel

Quartermasters outside of the classroom (other than the Program of Instruction) is one of the top priorities within the battalion. Drill sergeants lead common task training on Saturdays.

Soldiers are evaluated against criteria listed in the CTT manual. This is the train-up before the Logistics Warrior FTX. The D-3 training involves

students in the Officer Basic Course (platoon leaders), the Advanced Noncommissioned Officer Course (ANCOC) (platoon sergeants), and the Basic Noncommissioned Officer Course (BNCOC) (squad leaders). The task force commander and the company commanders come from the battalions within the 23d Quartermaster Brigade. D-3 is the train-up/rehearsal for D-Day deployment.

The biggest push during the D-3 training is for the squad leaders to teach skill level 10 tasks to their Soldiers. Soldiers within the 266th Quartermaster Battalion begin this reinforcement training during their second week at Fort Lee. An advantage to this training in squads is that Soldiers have already received CTT training at the company level. Therefore, squad leaders only need to provide refresher training after Soldiers deploy on D-3 for CTT training.

D-Day for Logistics Warrior FTX

D-day for the Logistics Warrior FTX begins with a tactical road march to the training area. Once on the ground, Soldiers focus mainly on lanes training and MOS training in a field environment. Soldiers complete combat rehearsals and go through the lanes as squads. Instructors are also part of the Logistics Warrior FTX. Instructors deploy to the training site and remain until the exercise ends.

The brigade Logistics Warrior staff plays a critical role in the success of the FTX. Through coordination with representatives of the five training departments within the US Army Quartermaster Center and School, the Noncommissioned Officer Academy, battalion operations officers and the never-ending battle with resourcing, brigade staff creates a scenario

battle-driven exercise that sends the best *technically and tactically* qualified Quartermasters into the operational force. There have been some recent changes to the Logistics Warrior FTX, but the results remain the same.

In addition to CTT training and field training exercises, what more can we do to prepare combat service support Soldiers for current operations in locations such as Iraq and Afghanistan? What about weapons qualification (or familiarization at a minimum) during AIT? What about realistic nuclear, biological, chemical (NBC) training during AIT?

Currently, new Army recruits are required only to qualify on their individual weapons in basic combat training. General Schoomaker's concept is for new recruits to qualify on their individual weapons in basic training and then again in AIT. What a great concept! Will resources allow? When will we see this at Fort Lee?

Today's Army leaders aim for warriors with the ability to use their individual weapons and to operate in small, lethal teams if called upon. One strategist put it this way: "You've got to have that mental and physical capability to deal with the enemy regardless of whether you're a frontline soldier or you're someone fixing helicopters for a living, because you are a soldier first and a mechanic second." The Bottom Line: the Army must never lose a Soldier because training was inadequate.

Civilians to Soldiers

The Army's soldierization process transforms trainees from civilians to Soldiers. This transformation at Fort Lee includes participation in a heritage ceremony called Rites of Passage at the US Army Quartermaster Museum, usually the fourth or fifth Saturday during AIT. Soldiers view a video and message from The Quartermaster General. The video features historical vignettes from past, great Quartermaster warriors. Soldiers also can tour the museum. After the tour, the Soldiers are awarded the Quartermaster Regimental Crest. For many, it is a very solemn occasion. They have become members of a time-honored Corps and have joined the thousands of Quartermasters who have gone on before them.

Most recently, questions to answer during AIT training include, What is the Warrior Ethos and why has it become the cornerstone of Army doctrine? Part of the answer is that the Warrior Ethos compels soldiers to fight through all conditions to victory no matter how much effort is required. It is the soldier's selfless commitment to the nation, mission, unit and fellow soldiers. FM 7-1 (Battle Focused Training) further explains the Warrior Ethos as the professional attitude that inspires every Soldier. Warrior Ethos is grounded in refusal to accept failure. It is developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage.

Number One Priorities

The Army must continue to develop very technically competent Soldiers, beginning in AIT. Soldiers need to know how to perform their MOSs well. However, the Warrior Ethos mindset and the concept of "a rifleman first" need to be number one priorities today. The Marine motto - "Every Marine a rifleman first" - sets a precedent that the Army has seemed to adopt.

A Soldier must possess many traits to personify the Warrior Ethos. The following are beliefs that I recommend reinforcing in AIT to continue Army training in the Warrior Ethos:

- Understanding that a Soldier comes to fight only as prepared as the Soldier was last night.
- Knowing that a battlefield is not a level playing field.
- Knowing that you never fight a fair fight when your Soldiers' lives and your nation's freedom hang in the balance.
- Hating to lose.
- Knowing that second place in warfare is defeat, loss of freedom, loss of liberty and enslavement.
- Maintaining physical and mental preparedness to kill enemies to prevent a second-place finish during warfare.
- Understanding that being a warrior cannot be learned in a school.
- Understanding that a leader never surrenders.
- Understanding that warriors never want their leader to surrender.

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Battalion Movement Operations and RSOI for Operation Iraqi Freedom

CPT Joseph B. Wilkerson

The battalion S4 (Logistics Officer) is in charge of unit movements for the 801st Main Support Battalion (MSB), 101st Airborne Division (Air Assault), Fort Campbell, KY. I became the S4 for the 801st MSB just after completing the Strategic Deployment School (SDS) at Fort Campbell in June 2002, and shortly before the 801st MSB's deployment to Kuwait for *Operation Iraqi Freedom*. This proved a very demanding and stressful position, and I will discuss my experiences to provide some insight into the complexity of the operation.

When I initially attended SDS, I thought the biggest movement function that I would perform was to the Joint Readiness Training Center (JRTC) at Fort Polk, LA. I was certainly mistaken. Many times before deploying to Southwest Asia, I wish I had paid more attention in SDS.

Rumors About Iraq

In October 2002, there were several rumors about the 101st Airborne Division deploying to Iraq. The 801st MSB was scheduled to participate in a JRTC rotation from late October through early November to support the 3d Brigade Combat Team (BCT). However, the 801st received word at the last minute that it was to participate in a division-level deployment exercise (DEPEX) instead. The thought of possibly deploying overseas during the global war on terrorism was starting to sink in.

This DEPEX was my opportunity to practice all that I had learned from SDS. Senior leadership at Fort Campbell insisted that we hadn't received a deployment order (DEPORD), but just the opportunity to be ready if we did receive the DEPORD. One plus was that each brigade had civilian deployment support team (DST) members to assist with deployment issues. I came to know their telephone number by heart.

Deployment Exercises

I want to briefly explain the DEPEX concept. The division set up two sites where all units on post had to send their vehicles for inspection. The 2d Brigade was tagged as the outload support brigade (OSB) to facilitate the DEPEX. The OSB sent out a checklist for the DEPEX. The categories for inspection were maintenance (leaks and broken glass, for example), tie-down of loads, and hazardous material (HAZMAT) paper work. My unit didn't have all of the blocking, bracing and tie-down (BBT) material required to properly load vehicles. Because I didn't attend the HAZMAT course, I knew next to nothing about this area. The OSB posted a "scorecard" of where each unit stood. The leadership within the 801st was more concerned about being prepared for a possible deployment than a scorecard.

Unit Movements

To ensure that we weren't embarrassed later, we conducted a battalion-level DEPEX. We used the same checklist that the OSB would use for the division DEPEX. The 801st set up lanes the same way and tasked units to run different lanes. Our battalion DEPEX was a real learning experience for everyone. It also gave us the opportunity to build a movement team. The DST sent a representative to assist us with our DEPEX. Though we weren't cut from mission support, our battalion commander said that the DEPEX was his number one priority. I really felt like our battalion was coming together as a team. I didn't want to fail anyone.

Fortunately, the 801st MSB's executive officer was the former division transportation officer (DTO) and extremely knowledgeable about unit movements. As the DTO, he deployed the 3d BCT from the 101st Airborne Division to Afghanistan. Also, I was very fortunate to have 12 good company-level unit movement officers and 6 HAZMAT officers.

We were primarily critiqued in the division DEPEX for not having the proper BBT materials. We knew this was our primary shortcoming before going through the DEPEX. However, we didn't have sufficient battalion funds to purchase the BBT materials. We were told not to purchase our BBT materials at that time. The division support command (DISCOM) S4 collected our BBT requirements and would later assist us in procurement.

More Rumors

The senior leadership continued to emphasize that the 801st MSB had not received a DEPORD. It was very difficult for leaders to squash rumors. I believe every day on the calendar between November 2002 and February 2003 was rumored as our deployment date. In my section, I just relayed the information from my battalion commander and told my Soldiers not to worry about rumors. My battalion commander was a Soldier of integrity, and I knew that he would always be honest with us about a deployment order.

In January 2003, the division scheduled another deployment exercise. The 801st MSB still didn't have the necessary BBT materials, so the 801st showed the same deficiencies as in the first DEPEX. The second DEPEX had a more serious tone. Once again, we conducted a battalion DEPEX before going through the division's DEPEX.

The battalion executive officer developed an excellent concept that he termed "document triage." The concept was that all of the companies' HAZMAT personnel would bring their HAZMAT information to a central location. Then, the deployment support team members would double check to ensure all necessary paperwork was on hand and filled out correctly. We caught approximately 95 percent of our errors during this process.

This time the 801st even received 20-foot military vans (MILVANS) to load the equipment not carried in our vehicles. The 101st Corps Support Group (CSG) provided rough terrain container handlers (RTCHs) to move and weigh the MILVANS. This also gave us a better picture of exactly how many containers we needed. We loaded and filled both

organization and direct support stocks. The representatives from the division materiel management center (DMMC) loaded the containers that contained direct support stocks, and the 801st MSB assumed command and control.

I was starting to feel a little more comfortable as the battalion unit movement officer. As I mentioned previously, the second division DEPEX took on a more serious tone. At this point, we had a unit movement officer meeting almost every day. I felt very comfortable about the movement team that had developed within our battalion.

In November 2002, our battalion commander initiated a program that he termed *Operation Slim Fast*. It became vital to our ability to rapidly deploy. His intent was for units to turn in excess and damaged equipment to the division turn-in yard and improve the deployability of the battalion. One company turned in more than \$500,000 worth of excess and unserviceable equipment. Upon completion, we were a lighter and more agile battalion.

Deployment Order

On 6 Feb 03, the 101st Airborne Division (Air Assault) received a deployment order. I first heard the news on the local radio station on my way back from lunch. Reality was setting in. Upon returning to my battalion headquarters, I was summoned to a meeting in the battalion commander's office. He let us know everything that he knew about the deployment order. No exact date was given. I immediately contacted all of the unit movement officers and let them know what I knew.

We had several division-level unit movement officer meetings. I attended meetings where a slide listed the priority of movement of personnel and equipment. On one slide at one meeting, the 801st MSB was 52d out of 54 units. On another slide the 801st MSB was 46th out of 48 units - always near the bottom of priority units. This gave me a false sense of security that the 801st would have more time to prepare for the deployment. In a matter of days, we went from being near the bottom of unit priorities to number four.

DEPEX an Excellent Tool

The DEPEX had been an excellent tool to assist in our actual deployment. There were three primary nodes set up on Fort Campbell, KY. At the first location, the vehicles were inspected for maintenance, weight, HAZMAT paperwork, and proper tie-downs. Upon successful completion, vehicles were permitted to go to the rail marshalling area (RMA). Any deficiencies had to be worked out on the spot. We sent a battalion "emergency response" team to assist vehicles that had deficiencies. The "emergency response" team had the additional blocking and bracing material, HAZMAT paperwork and personnel to help correct deficiencies.

The second primary node was the container holding area (CHA). This CHA was the division staging base for all MILVANS and HAZMAT pallets. Our battalion had more than 115 20-foot containers and 45 warehouse pallets of various gases. From this second location, commercial trucks picked up the containers and pallets and line-hauled them to Jacksonville, FL (JAXPORT). At any one time, there were 40 to 50 commercial trucks in the CHA. We had one sensitive item MILVAN that required coordination with the installation transportation office to get a driver licensed to carry sensitive items.

The third and final location was the RMA. After a vehicle received a "satisfactory" on all stations at the first primary node, the vehicle received the green light to proceed to the RMA. At the RMA, vehicles were loaded onto railcars.

I really saw the need for companies to have more than the two required unit movement officers throughout this whole process. With three separate nodes, unit movement officers received no sleep for almost a 72-hour period. They were extremely busy, but did a phenomenal job.

We were forced to have unqualified personnel assist the unit movement officers. In our battalion headquarters, we set up an emergency operations center (EOC). The EOC was operational 24 hours a day throughout the whole process. The officer in charge (OIC) of the EOC was responsible for tracking all equipment onto the railcars. To assist with this process, we had a representative at the RMA

who would call the EOC when a vehicle had been loaded. As the battalion unit movement officer, I moved among the three different nodes and assisted the company unit movement officers as necessary. It was such a relief when all vehicles and containers had been loaded.

With all equipment loaded and heading to JAXPORT, we had a needed rest period of 10-15 hours. My battalion executive officer had an excellent idea. He directed that all unit movement officers go on temporary duty to JAXPORT to ensure that the equipment had no problems. They took with them all HAZMAT paperwork and keys to their MILVANS. They stayed in Jacksonville for four days. Once they returned and reported all equipment loaded, we were finished with deploying our battalion's equipment. Everyone took a day or two off to relax and spend some much-needed time with their families.

RSO&I in Kuwait

I will briefly discuss the reception, staging, onward movement and integration (RSOI) process once the 801st MSB arrived in theater. We occupied Camp Pennsylvania in Kuwait. After about seven days in theater we were given the task to send three personnel to the port to assist in receiving and tracking our equipment. We sent our battalion executive officer, S3 (Operations Officer) noncommissioned OIC, and a transportation platoon leader. The biggest problem in RSOI was communication.

The 801st MSB occupied Camp Pennsylvania with the 1st Brigade of the 101st Airborne Division. The 1st Brigade tactical operations center (TOC) would contact our TOC and let us know how many vehicles we had ready at the port. They would also know when the buses would arrive to take the drivers to the port. As the battalion S4, I had the responsibility of setting up a staging area for all equipment and containers. Fortunately, we had plenty of room to stage all of our equipment. Once the 1st Brigade TOC let us know the number of vehicles, we would send that many drivers to drive from the port to Camp Pennsylvania. The process went smoothly, but the lack of communication did make things more difficult. There were times that we didn't get nomenclature fidelity or accurate bumper numbers on vehicles that

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A One-Way Journey: Logistics of Unit Relocation

CPT Gilberto C. Rolon

Managing logistics for unit relocation requires a systematic approach for successful execution. When a unit deploys to an operation or exercise, the unit eventually returns. On the other hand, a unit takes a one-way journey when it relocates.

Different from a deployment, a unit's relocation involves planning and coordination to support the unit's operation and maintenance on a permanent basis at the future location. Knowing that a unit's move is permanent results in cutting the "umbilical cord" with every support activity at the current base of operations. Relocating also means finding support agreements at the gaining installation (or installations) and re-looking the unit's modification table of organization and equipment (MTOE) should the current mission change.

In short, relocation is a collection of interactive logistical tasks that must be transferred smoothly without compromising the unit's mission. This sounds like a strategic function far above the average Soldier's usual span of responsibilities. Indeed, decisions on whether or not to approve stationing plans, new MTOEs and moving orders are made several pay grades above the average officer. Nevertheless, the groundwork for a relocation mission occurs at the lowest echelons.

Following my first assignment as a petroleum, oils and lubricants (POL) platoon leader in the 2d Infantry Division, I was looking forward to the challenges of my new assignment in Puerto Rico. After leaving Korea in Summer 2001, I was heading to Fort Buchanan, Puerto Rico, to work as the S4 (Logistics Officer) of the 56th Signal Battalion that was under the operational control (OPCON) of the United States Army South (USARSO). USARSO had moved from Panama to Puerto Rico in 1999.

As the logistics officer, I would support a forward-deployed multifunctional Signal battalion consisting of 322 soldiers and civilians. I would be responsible for all logistics: supply, property accountability and maintenance programs, as well as systems that supported the 56th Signal Battalion in a wide variety of locations including Fort Buchanan; Fort Gordon, GA; and deployments throughout United States Southern Command's area of operations. Different from my divisional experience in Korea, as the S4 in Puerto Rico I would be supervisor of the property book officer, the officer in charge of a Directorate of Information Management (DOIM) warehouse, and responsible for more Department of the Army civilians than Soldiers. I was really excited about my new job.

Rumors Building Up

When I arrived in Puerto Rico, rumors started questioning the future of the 56th Signal Battalion, as well as USARSO. The rumors kept building up until the truth became obvious. After less than four years in Puerto Rico following a massive relocation from Panama, USARSO was relocating somewhere else. The 56th Signal Battalion, as a tenant unit, was also moving while going through significant organizational changes. My battalion commander was tasked to provide the input for courses of action for the battalion's future based on the upcoming unit requirements.

A massive flow of information that started within the 56th Signal Battalion's staff was formalized later at periodic relocation meetings. Because the 56th is the only battalion of its type in the Army, higher echelons many times allowed battalion staff coordination without going through the brigade in order to expedite processes and procedures, especially in the logistical arena. After all, the 56th was not collocated with its parent unit but with USARSO.

For me, this caused a 180-degree change in my mission focus. The following are some points that I would recommend pondering for a unit's relocation:

Know Your Unit's Mission and Scope

As logisticians, Quartermasters can be assigned to units outside of the "loggie world." For example, I moved from a main support battalion to a Signal battalion at echelons above corps level. As a platoon leader, I worried about my 5,000-gallon fuel tankers. As a Signal battalion S4, my nightmares were satellite communication vans, circuit cards and the shortage of tactical quiet generators that powered the battalion's communication systems. Learning the 56th Signal Battalion's mission and equipment was essential to coordinate for maintenance support for the battalion assets relocating to Fort Sam Houston, TX.

The 56th ended up dividing itself into three main portions. DOIM functions and equipment went to the Fort Buchanan Garrison in Puerto Rico because the 56th inactivated its company that formerly provided those services at Fort Buchanan. Part of the battalion communication systems moved to Fort Sam Houston to support the USARSO Early Entry Command Post (EECP) and the headquarters detachment forward element. The headquarters and headquarters detachment (HHD) moved from Puerto Rico to Fort Gordon, and the remaining companies stayed at Fort Gordon. Knowing the type of equipment headed to the new locations was vital when looking for support agreements at the respective posts.

Do Not Reinvent the Wheel

I remember when my battalion commander asked, "Who has moved and inactivated a unit before?" There were not many in that room that day. However, I knew there had to be some institutional knowledge among personnel who relocated a few years before from Panama to Puerto Rico. I conducted a meeting with my staff, and suddenly "lessons learned" started to come up. I received good advice. I even found old documents in some of the computers brought from Panama. A lot of precious knowledge started to appear, but too much information can be overwhelming. This leads me to my next point.

Manage Your Information

At the first stage of this project of relocation, I found a great deal of information that seemed important but not immediately necessary. Also, a logistician never knows when information such as a document or contact number will become important. For this reason, I built a simple file in the unit's local area network (LAN) shared drive for personnel to input their findings and update their relocation information. After a year, my relocation files had many sub-files and contact numbers that were later passed on to my replacement. The principle is the same for a shared, simple folder on computers or for a high-speed LAN. Information is precious. It needs to be managed, shared and stored.

Consider STAMIS

As a unit relocates and tries to set up its Standard Army Management Information System (STAMIS), the unit must complete some steps. For instance, when the 56th started planning to send a battalion HHD cell to continue supporting USARSO's EECP at Fort Sam Houston, the 56th first had to obtain a new unit identification code (UIC) for this new location. Once the UIC was obtained after the concept plan and new MTOEs were approved, the 56th had to request new Department of Defense Activity Address Codes (DODAACs) to be able to request supplies.

A challenge at Fort Sam Houston was that the installation did not have the capabilities to provide maintenance support to some of the communications systems brought by the 56th. The "fix" was to coordinate maintenance support with contractors and with the closest maintenance installation activity at Fort Hood, TX. Last but not least, relocating units must coordinate with their DODAAC managers to close accounts and requisitions before the moves and to receive a Customer Data File disk to take to new supply and support activities.

Scrub the Property Book

The MTOEs for Signal units change drastically as technology alters command and control (C2) functions on the battlefield. Even before the relocations and all the subsequent organizational

changes, battalion property would change from year to year and leave the 56th with lots of excess equipment. In my first year as the S4, we processed (turned in or transferred) more than \$1 million worth of equipment. During my second year, the amount increased as the battalion's relocation changed 56th equipment authorization dramatically. For example, as the 56th moved to Fort Sam Houston and Fort Gordon, the battalion was not in charge of providing DOIM functions to either Fort Sam Houston or Fort Gordon. Therefore, the company that provided these services at Fort Buchanan had to be inactivated. All of that company's equipment became excess. This meant that the 56th had to figure out what equipment had to be transferred to the Fort Buchanan garrison, internally in the battalion and brigade, externally to the Army's Signal community and outside the signal world to the "Big Army."

This constraint brought another challenge. Key leaders working on inactivating the unit were nearing

their permanent change of station (PCS) time frame. A couple of strategies continued the disposition of equipment, even without inactivation orders. Through property book officer (PBO) channels, the 56th found homes for all the inactivated company's equipment. Then, the 56th instructed the inactivating company to technically inspect, calibrate and even pack its equipment. When the inactivation orders were received, execution only took several weeks.

Do Not Forget About Maintenance

Maintenance is always important during deployments and also important during relocations. As in a deployment, perform maintenance services ahead of schedule before relocating equipment.

Find Alternate Transportation Methods

Once a unit receives movement orders, the Department of the Army allocates funds for transportation. For the 56th, the move had to be made with the major command that the 56th supported,

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Battalion Movement Operations and RSOI for Operation Iraqi Freedom

were ready. This was important because we had a lot of specialized equipment that required specific drivers. We often sent drivers without knowing what vehicles they would drive back.

The second biggest problem with RSOI was the lack of a dedicated RTCH in Camp Pennsylvania. The port personnel sent MILVANS on locally contacted trucks, but I often had no way to download them. I even received a call from an officer in the Coalition Forces Land Component Command (CFLCC) who was upset because I was tying up the trucks and needed to download them as soon as possible. I explained to this major that I didn't have a dedicated RTCH. I told him that if he could get me a RTCH then we would have the trucks downloaded in an hour. Mysteriously, I received a dedicated RTCH for the next week or so. Despite the difficulties of insufficient communication and no dedicated RTCH, the 801st MSB did an excellent job of staging all of our equipment. It took us about 7 to 10 days to receive all of our equipment from the port. RSOI was complete, and our primary focus was to get ready for future operations. My job as the battalion unit

movement officer was mostly complete at this point. The most difficult part was accomplished.

This was my experience as a battalion unit movement officer deploying to a major theater. The assignment was extremely challenging and difficult. It was probably the hardest thing that I have done as a commissioned officer. Our deployment was truly a team effort.

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USARSO. Because USARSO's move was more complex than the battalion's relocation, the 56th was ready to start sending equipment before receiving movement orders.

If the 56th had sent equipment before receiving the movement orders, the big question would have been, Who will pay transportation costs? In fact, the 56th wanted to start sending equipment before the major command's official move but knew that the battalion could not pay for the transportation. So, the 56th researched all the "free hubs" in the system to transport equipment before the official move. For example, the 56th could send certain equipment on a "space available" basis with the Air Force. Also, the 56th had the benefit of sending equipment with a Transportation Corps landing craft unit (LCU) that traveled quarterly from the East Coast to Puerto Rico. Other transportation assets are available at no cost to units, and it takes only a little coordination and flexibility to use these assets.

Do Not Leave Anything Behind

Accounting for property is always a must, especially in the logistics world. When a unit relocates, all property needs to be accounted for, even items not on the property book. To ensure

good property accountability before the relocation, the 56th held a Logistics Week. During the Logistics Week, the battalion focused on hand receipts and property accountability.

Consider Personnel

Many more aspects come under consideration when relocating a unit. A good example is personnel. In a perfect world, every Soldier in a relocating unit would get a Stop Move order and relocate with the unit. This is not always the case, as shown by what happened to personnel in the 56th. Yet, always try to extend key personnel to enable a smooth transition.

During the last decade, the Army has gone through a downsizing process that triggered unit relocations and inactivations. Today, this trend seems to continue as the Army evolves and adapts to 21st Century challenges. Units assigned to theaters such as Asia and Europe are being studied, and the future may bring organizational challenges similar or equal to those of inactivations and relocations. Whatever the case might be, successful logistics management during times of uncertainty is important. Such logistics management requires both a systematic approach and flexibility as Soldiers tackle the tasks required for successful mission accomplishment.

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I will always place the mission first.

I will never accept defeat.

WARRIOR ETHOS

I will never quit.

I will never leave a fallen comrade.

Class I (Rations)/Water Operations in Afghanistan

CPT LaHavie J. Brunson

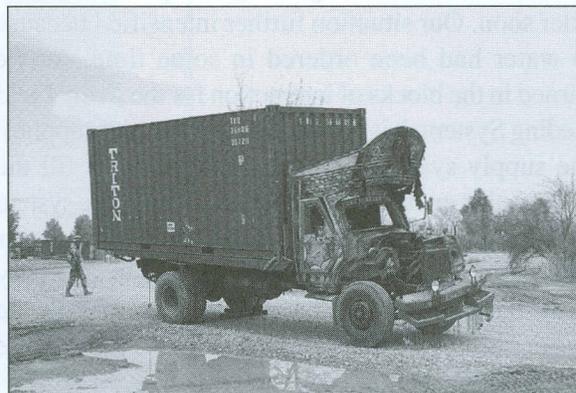
Especially in a desert, containerized Class I (rations) and bottled water are most critical commodities on the battlefield. Management, procurement, security and distribution of these life-sustaining supplies are tightly managed and emphasized throughout the logistical and tactical arenas. Some significant logistical issues had affected Class I and water operations by Summer 2002 in Kandahar, Afghanistan, during *Operation Enduring Freedom* in Southwest Asia. I will examine how these crucial supplies are ordered and managed in a combat environment (and the inherent problems) and then discuss how a logistics task force developed the tactics, techniques and procedures (TTP) to deal with the problems in Afghanistan.

As documented in the news media, the war on terrorism in Afghanistan began with deployments in late 2001. By Summer 2002, forces occupied and conducted operations from two major bases in Afghanistan and one in Uzbekistan. Each of these three bases could receive supplies by air, ground lines of communications, and local procurement. However, the Army had no locally approved sources for obtaining containerized Class I supplies and bottled water within Afghanistan.

Host Nation Truck

As one example of an alternative to local sources, supplies that came by sea to the port of Karachi, Pakistan, were then moved by host nation truck to Kandahar, Afghanistan - taking about seven days. Upon arrival, the truck was searched several times before its container was downloaded in its respective "yard." Then the truck returned to Karachi for the next supply push. This same procedure was applicable for both water and ration containers brought by host nation truck.

A logistics task force was organized at Kandahar to support operations. The logistics task force was a composite of a forward support battalion that supported a typical brigade combat team (BCT) and various other support units. The composite unit



Example of a Colorful Host Nation Vehicle Called a 'Jingle Truck'

provided support on an area basis to military forces operating in southern Afghanistan.

Ordering

Each week the logistics task force placed an order for the amount of rations and water that would be consumed during the time that it took the supplies to arrive. For both bottled water and containerized Class I, ordering procedures are the same. Major problems centered around the average of six weeks from the order to the arrival of supplies, and also the vendor's responsibility to keep enough rations and water on hand to be able to fill a request.

For water operations, the logistics task force followed a very simple plan: order bottled water based on consumption for winter and summer conditions and ensure that a specific number of stocks are on hand for contingencies. This plan worked extremely well in the midst of each type of combat condition. However, as the seasons changed, predicting and reacting to contingencies proved difficult. The logistics task force took over in the winter when ample stocks of water were on hand. This was the first and most important lesson learned: **Know what you have on hand, at all times.**

For the first month, we used the numbers that our predecessors had used for the daily on-hand

balance of water: a critical mistake. After an actual count of the on-hand stocks, we found we had only about 45 percent of what we thought. With warm weather beginning in southern Afghanistan around the end of March or beginning of April, we had to order soon. Our situation further intensified because no water had been ordered in some time. As we learned in the blocks of instruction for the Army Field Feeding System, it is not enough just to order supplies. The supply system also must have time to fill the order, so that enough supplies are moving in the system to fill your requirements after you make your forecasts. Even with orders beginning in February on the basis of the summer consumption factors, the logistics task force waited until nearly mid-May before having adequate bottled water on hand.

Bottled Water Suggestions

To avoid this situation in the future, we provided our successors with the following suggestions:

- Always have water on order. Even though the theater had developed a great deal, to almost a mature theater, supply acquisition remained no different than almost a year before we arrived. Any lulls in ordering or no orders start the entire system all over again: from the vendors getting the bottled water into their warehouses to their sources of supply creating the amounts required.
- Develop criteria/decision points to ensure that the command has the proper information and systems in place to make changes. A decision point chart provides not only planning factors, but also possible actions if the on-hand amounts of bottled water reach certain levels. For obvious reasons, you can only chart these water levels when you have adequately forecasted and ordered supplies in line with your requirements.

The problems that we faced with ordering rations manifested themselves not in terms of Class I availability, but in variety. Whereas bottled water is a single commodity and a single item in and of itself, Class I involves ordering multiple items and supplements to provide a quality meal. Our ordering was based on the standard operational rations (Unitized Group Rations (UGR), UGR-A and UGR-Heat and Serve), with Meals, Ready To Eat (MREs)

used for lunch meals and for contingency operations. In addition, we ordered from an almost 200-item enhancement and supplement menu to vary what Soldiers ate each day.

Difficulties arose with certain food items being plentiful sometimes and at other times nonexistent. Much as with ordering bottled water, the supply system for rations must be consistently used so that Soldiers not only have what they need today, but in the future. This points to another lesson that we learned: **Know what you want and when.**

As an example, ordering muffins became a problem. In the wintertime at war or at home, Soldiers like to have hearty items such as muffins for breakfast. As the weather warms, Soldiers prefer breakfast items that are quick and less filling, such as cereal. So, for obvious reasons for the colder weather, the logistics force ordered a lot of muffins and very little cereal, thinking that cereal would not be consumed. This held true until the weather warmed. Huge amounts of muffins were coming in, and too few cereal containers were available to meet the “new” demand.

Class I Solution

Our solution was twofold. Given the extended order ship time for supplies, we could not immediately fix the muffin “problem” that we had created, short of getting excesses from the other bases. As with the bottled water, our first step was to never stop ordering. The supply system has to be used continuously. The vendor will not be able to effectively provide what you want unless there are enough stocks on hand to fill orders. A vicious cycle will start when a sharp spike in what you want as a customer will deplete what was allocated for you, not only for this month but also what was projected for next month. As you can imagine, this sharp spike in demand leads to depleting both the customer’s and the vendor’s supplies of food.

The second step in our twofold solution to the muffin “problem” was to keep data to assist with ordering. Logisticians not only predicted the need for muffins, but also kept historical data on muffins consumed. This provided the vendor two critical data points. In turn, the vendor understood the peaks and

valleys in the ordering quantities and could stock what we needed.

Management

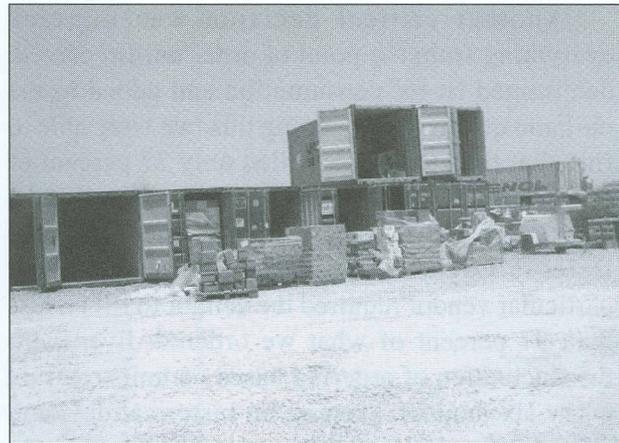
One advantage of a logistics task force is the incorporation of the capabilities of the materiel management center (MMC) into its structure. A slice of each of the major areas of the MMC was attached to the logistics task force, including the general supply office (GSO). This structure provided the opportunity to couple the GSO's global management with the tactical support of the support operations section into one comprehensive unit.

Therefore, as the general supply officer, I was able to manage supplies all the way from the vendor to the Soldier in the foxhole. This structure removes the "us" and "them" ideas that often arise when dealing with a forward support battalion and an MMC. The priority was a great deal simpler with one customer: the Soldiers in our area of responsibility. This single point of focus allowed for such actions as monitoring, tracking and implementing orders for containerized rations and bottled water through a single point of contact. On several occasions in my tracking of one type of rations, I was able to identify a shortage, find a way to get more in, track which units were drawing what rations and ensure that the right amounts were getting to the right Soldiers.

Sheer Amount of Supplies

One problem became the sheer amount of supplies to oversee when using this organization. Each day an average of five trucks arrived with Class I and four trucks with bottled water. In terms of physical management, water containers were very simple as both a single commodity and a single item. For containerized Class I, huge problems existed. So much food arrived each day, so much had to be pushed to the remote bases and issued to the dining facilities, and there are no days off in war.

One problem that we inherited was that Class I containers were not homogenous, and like items were not grouped. Another problem was extremely critical with no days off: knowing what is in the pipeline. This brings to light another important lesson: **Know what you have coming in.**



Knowing and then sorting the contents of more than 250 Class I (rations) containers preceded reorganization of the Class I storage yard.

Almost as important as what is physically on hand is what will come in tomorrow or the next days. As I stated earlier, it took about six weeks for an ordered item to come in. In the interim, someone has to track what is enroute. Given the protracted order-ship time, orders are based on a projected requirement. Ordering weekly means that all of a given week's supply must be received in a timely manner. Supply orders provide several key points of information. Supply orders give you the workload for the next day(s) in terms of what must be downloaded; provide you the "solution" for that day's shortage; let you know how long current stocks will last and if you need to request assistance; and, most importantly, identify systemic problems in the pipeline.

The inability to identify systemic problems in the pipeline proved most devastating to our ability to feed the Soldier. This problem forced the logistics task force to make several critical decisions. One, we were forced to address the organization of the Class I yard. Like a warehouse, you can only manage multiple items in a storage yard by grouping them. Given that at any time we maintained about 250-plus containers of Class I alone, the decision to reorganize the entire Class I yard was difficult to make. We waited nearly four months of our "six-month" rotation to make the decision. Daily receipt and issues still had to take place, and dry and refrigerated containers had to be sorted. This reorganization also reemphasized our first lesson learned, which is to **know what you have on hand.**

Another critical decision was to track everything from the point of order until received, determined fit for consumption and added to the on-hand quantities. By doing this, we were able to find that the vendor had filled only 27 percent of our orders. Of the 200-plus supply lines available, most were filled to less than 50 percent. The Defense Logistics Agency's contract with our particular vendor required the vendor to fill no less than 97 percent of what we ordered. Even with the fluctuation of ordering based on units rotating every six months, keeping no historical data and adjusting for different preferences, the vendor was not even providing half of what was requested. Unless every facet of these operations is tracked, examined and dissected analytically, you face the potential of being in the same boat as our unit: facing problems that are rectifiable but no one monitoring or asking why.

Critical Elements

Rations and water are critical elements of any combat operation. For sustenance and for morale factors as well, containerized Class I and bottled

water are among the most intensively tracked items on the battlefield. Through the problems that we faced in Afghanistan with Class I and bottled water during the war on terrorism, we learned that being proactive and meticulously tracking every facet of these operations lead to providing these supplies successfully. Much as with a fighting/defensive position, the logistician never stops making improvements. Our logistics task force attained successes by learning some extremely hard lessons. Through a continuous focus on wanting to provide the absolute best support to the Soldiers in our area of responsibility, we were able to combat these problems and put forth a good "product."

CPT LaHavie J. Brunson, a student at the Combined Arms and Services Staff School at Fort Leavenworth, Kansas, is a recent graduate of the Combined Logistics Captains Career Course (CLC3) at Fort Lee, Virginia. He also is a 1998 graduate of the University of North Carolina at Chapel Hill. Before attending CLC3, he was General Supply Officer, 307th Logistics Task Force, 82d Airborne Division, in Afghanistan.

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Initiating the Battery Program for the 101st Airborne Division (Air Assault)

The program's success was immediate. The test battalion liked the readiness benefits of having a system to keep necessary batteries on the shelf. The program forced a look at battery readiness levels. It cleared stocks of batteries that supported obsolete equipment and also "dead" batteries that would be useless in combat. It provided proper shelf life management for on-hand stocks. It provided proper disposal for useless batteries.

The greatest benefit was the battery testing. Disposing of batteries believed "dead" wasted money when some of these batteries still had more than 70 percent of their charge remaining. An extra cost for disposal is avoided by returning batteries to the shelf while still usable.

Ultimately the program proved beneficial enough to expand to the entire division. However, initial funding only brought in one brigade combat team (BCT). We were barely through incorporating this BCT when the division received deployment orders for Kuwait in support of *Operation Enduring Freedom*. The PPOC assisted in one, last, massive round of battery purchases before the division left Fort Campbell. The PPOC packaged the batteries in unit sets just in time for the units to load for deployment to Southwest Asia.

CPT Jonathan W. Meisel has served as a Company Fire Support Officer, Battery Executive Officer, Division Class IX Officer, and General Supply Officer in the 101st Airborne Division (Air Assault). He is currently a student at the Combined Arms and Services Staff School, Fort Leavenworth, Kansas.

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New Regimental Command Sergeant Major

CSM Jose L. Silva's numerous assignments throughout his Army career include Platoon Sergeant, 102d Quartermaster Company (POL), Fort Campbell, Kentucky; Petroleum Pipeline Terminal Foreman, 114th Quartermaster Company, Korea; Chief Instructor at the Primary Leadership Development Course, Fort Campbell; Platoon Sergeant, Airfield Service Detachment, 2d Battalion, 160th Special Operations Aviation Regiment (SOAR), Fort Campbell; First Sergeant, Headquarters and Headquarters Company, 160th SOAR, Fort Campbell; First Sergeant, 541st Transportation Company, Fort Campbell; Petroleum Noncommissioned Officer in Charge, Support Operations Division, 19th Theater Army Area Command, Korea; Command Sergeant Major, 240th Quartermaster Battalion (Pipeline), Fort Lee; CSM, 507th Corps Support Group, Fort Bragg, North Carolina. His military education includes Infantry Basic and Advanced Courses, Petroleum Advanced Individual Training Course, Noncommissioned Officer Education System courses, Equal Opportunity Course, Instructor Training Course, Unit Armorer Course, Anti-Armor Leader Course, M60 Leader Course, Strategic Deployability School, Airborne School, Air Assault School, Pathfinder School, Jungle Warfare Course, Reconnaissance Detachment Operations Course, 160th Special Operations Enlisted Qualification Course, "C" Level of the Survival, Evasion, Resistance and Escape Course, 5th Special Forces Group Static Line Jumpmaster Course, Battle Staff Course, First Sergeants Course, and the Command Sergeant Major Course. CSM Silva holds a bachelor's degree in physical education from the University of Puerto Rico.

(Continued From Page 31)

The Warrior Ethos and the AIT Soldierization Process

Also, while Soldiers are still being issued cards in BCT that list the seven Army Values, perhaps the opposite side of the card should have these words: **A RIFLEMAN FIRST!**

CPT Annette L. Neal is attending the Combined Arms and Services Staff School, Fort Leavenworth, Kansas, after recently completing the Combined Logistics Captains Career Course at Fort Lee, Virginia. For her follow-on assignment, she will serve as Installation Transportation Officer, US Army Kwajalein Atoll and Reagan Test Site, Marshall Islands. She has a bachelor's degree in criminal justice from Northeastern University, Boston, Massachusetts. CPT Neal enlisted in the Army in 1993 as a specialist and was accepted into Officer Candidate School as a staff sergeant. After completing the Quartermaster Officer Basic Course, she returned to Germany as the Adjutant, 51st Maintenance Battalion, Mannheim, Germany. She then served as Executive Officer, Headquarters and Headquarters Company, 240th Quartermaster Battalion, Fort Lee; and Executive Officer, Company P, and S3 (Operations Officer), 266th Quartermaster Battalion, Fort Lee.

(Continued from Inside Front Cover)

From the acting Quartermaster General

orchestrate the rotation of forces for *Operation Iraq Freedom 2*. By all accounts, this is the largest movement of troops since World War II. Brigadier General West offers us his assessment of this major operation: *There is an ancient Chinese blessing that says, 'May you live in interesting times.' I have the great honor to engage in the simultaneous deployment, employment, sustainment and redeployment of the greatest (read: best, largest and most lethal) combat force ever assembled. The transition of forces here is a Quartermaster's dream. In the span of four months we will have moved approximately 140,000 personnel and their combat gear from north to south enroute to home station and their loved ones. At the same time we will have replaced them with about 100,000 personnel and their gear. Simultaneously, we are supporting five large operations and well over 30 ongoing operations within this task force. This is all being done in the framework of maturing this theater every day. The lessons alone boggle my mind. The things I didn't know are humbling. I cannot imagine not being here to experience history in the making. I am proud to be a part of this joint and combined task force.*

The rotation of forces in support of *Operation Enduring Freedom 2* is a major operation by our armed forces. This operation is a joint effort with our sister services and coalition partners to ensure the transition of forces in Iraq is a seamless process. As Warrior Logisticians, we are committed to ensure the synchronization of logistical support remains in place to support our Soldiers and capture lessons learned to improve future logistical operations.

Quartermasters throughout our armed forces are doing great things every day. For example, CW3 Ernesto Velez, the 2003 Instructor of the Year for the US Army Quartermaster Center and School (USAQMC&S), and Dr. Steven E. Anders, Quartermaster Corps Historian, were selected as US Army Training and Doctrine Command (TRADOC) Instructors of the Year for 2003. They were chosen from among an elite group of Soldiers and Department of the Army civilians as the best in TRADOC for the warrant officer and civilian categories. I would also like to recognize the winners and runners-up of the 2004 Philip A. Connelly Awards and the 29th Annual US Army Culinary Arts Competition. (See articles in the Quartermaster UPDATE section for the lists of winners.)

In closing, we will not waiver in our commitment to train and develop Quartermasters of character with a Warrior Ethos mentality who are tactically and technically proficient. Soldiers departing the USAQMC&S will be well-trained Warrior Logisticians with the skills and confidence necessary to support combatant commanders anytime, anywhere.

COL William A. Jenks is serving as the acting Quartermaster General and Acting Commandant of the US Army Quartermaster Center and School, Fort Lee, Virginia, while Brigadier General Scott G. West, the 48th US Army Quartermaster General, is deployed during Operation Iraqi Freedom. Most recently, COL Jenks served as Commander of 23d Quartermaster Brigade at Fort Lee. His other past assignments include Firing Platoon Leader, Hawk Battery, 1-44th Air Defense Artillery Battalion, Kunsan, Korea; Platoon Leader, Company Executive Officer and Company Commander, 407th Supply and Service Battalion, 82d Airborne Division, Fort Bragg, North Carolina. He also had assignments as a Petroleum Officer, Logistics Staff Officer and Materiel Management Center Operations Officer, 2d Support Command, Nelligen, Germany; Assistant Inspector General for Training and Logistics, III Corps, Fort Hood, Texas; Deputy Director of Supply, Anniston Army Depot, Anniston, Alabama; Director of Logistics and Combat Support Squadron Executive Officer, 11th Armored Cavalry Regiment, Fulda, Germany; G4 (Logistics), US Army Special Operations Command, Fort Bragg; Logistics Staff Officer, J4, US Special Operations Command, MacDill Air Force Base, Florida; Commander, 262d Quartermaster Battalion, Fort Lee; and Chief, Office of the Quartermaster General, Fort Lee.



SAFETY SAVES SOLDIERS



Risk Management - Chances Taken and Lost

Michael L. Davis

Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, VA

Leaders must use the Risk Management Process to fully identify hazards in the performance of military duties and train personnel on those hazards so that Soldiers can avoid accidents and continue the duties they must perform. Without the Risk Management Process, personnel and equipment will be lost and operations will be compromised.

Somewhere in the Middle East - Two Soldiers were detailed for the burning of sanitation waste. They had received only one class on the subject. They were not supervised. When starting to add fuel to a barrel to burn the waste products, one Soldier accidentally poured fuel on the ground. The other Soldier lighting the fuel in the barrel accidentally also lighted the fuel on the ground. This fire spread to underbrush that had not been removed from the area. Fortunately, the Soldiers put out the fire before it got out of hand. Neither was hurt.

If leaders had used a risk assessment during training, the hazards of handling fuel could have been identified. The Soldiers would have been better prepared for their assignment. Also, refresher training would have benefited the Soldiers. This is especially important when the event is high risk, such as the burning of sanitation waste.

Somewhere in the Middle East - A Soldier was issued a weapon that he had been trained on but was still not completely familiar with. When returning from guard detail, the Soldier did not clear his weapon, accidentally discharged it and wounded a fellow Soldier.

Leaders must enforce training on hazards and standards. The use of weapons is considered high risk because human lives can be lost. Leaders must conduct briefings on proper use of weapons, hazards of improper use, and rules to always follow.

Somewhere in the Middle East - A Soldier who was ground-guiding vehicles had not received any training on the subject. While on duty he got between the vehicle he was ground-guiding and another vehicle. The vehicle backed up too quickly and struck the Soldier. He was lucky and only received minor injuries.

Again, an event or operation becomes a high risk situation if Soldiers are not trained beforehand. Soldiers must receive training on the how to perform the operation and the hazards to avoid if they are to complete the event without injury. The Soldiers burning trash had neither supervision nor training. However, even with supervision, actions of untrained personnel during a high-risk event invite accidents and injuries.

Units must train to standard and must train regardless of the hazards. Therefore, risk reduction begins with a commander's identification of his unit's mission essential task list (METL). From this risk assessment, operating procedures that reduce risks evolve. Identified hazards must be included in training for a successful operation. Almost all Army field operations are demanding, complex and high risk. They are inherently dangerous. The continued use of risk management and the incorporation of avoiding known hazards into training will save personnel from injury and equipment from damage during a sustained operation.



CAREER NEWS

Professional Development

The US Total Army Personnel Command (PERSCOM) has merged into the US Army Human Resources Command (HRC). The HRC combines the Active Component and Reserve Component personnel commands into one command. Quartermasters now access the content of the former PERSCOM online web site from the new HRC home page at <https://www.hrc.army.mil/>. For more information about Quartermaster Corps officer, warrant officer and noncommissioned officer issues, access the Office of the Quartermaster General web site at www.quartermaster.army.mil/. Access www.us.army.mil to set up a free E-mail account with Army Knowledge Online.

Force Stabilization/Home Basing Policy

LTC Tracy A. Cleaver, Chief, Quartermaster Officer Personnel Management

Tracy.Cleaver@hoffman.army.mil, DSN 221-5266

Everyone knows of the announcements about Force Stabilization and Home Basing. I will provide a short explanation of what Quartermasters can expect in the field. However, there are still many unknowns and details that we need to work at the US Army Human Resources Command (HRC).

Under Force Stabilization, the hottest topic is stabilizing officers for six to seven years at their initial duty stations. This statement is true. However, the stabilization will be heavily focused at the new Unit of Action that was formerly called the Brigade Combat Team (BCT) and have minimal impact on the echelons above division (EAD) units. The brigade Units of Action are modular units no longer tied to a division base.

The Units of Action will be staffed by using a life cycle model of 36 months. The 36-month life cycle will stabilize the team through a train-up cycle and a ready cycle where Soldiers are deployable. At the end of the ready cycle is a window for personnel to leave and be assigned to the unit before the entire 36-month cycle starts over. The goal is to stabilize the Army as much as possible while improving readiness. This window is the time when officers will depart in either a temporary duty (TDY)-in-return status or permanent change of duty station (PCS) to the Combined Logistics Captains Career Course (CLC3) or other professional development courses.

An initial look at the numbers tells HRC that this will affect about 40 to 43 per cent of the officers who would return to the same Unit of Action after those courses. The other 57 to 60 per cent would PCS potentially to another Unit of Action (a similarly configured unit) or to an EAD unit that will be managed on a 12-month life cycle, where the EAD unit gets 15 to 30 per cent of its replacements once a year. The difference between the current individual replacement process and the new policy is that replacements come in only once a year. Time on station for these tours (dependent on installation requirements) will be at least 36 months.

There will still be requirements for assignments to Army staff, Active Component/Reserve Component (AC/RC), recruiting and the US Army Training and Doctrine Command (TRADOC) that will require officers to serve in the Table of Distribution and Allowance (TDA) Army. These requirements are not expected to change. These units will continue to be manned through today's individual replacement system.

The Army already has initiated the new life cycle management with the 172d Separate Infantry Brigade in Alaska, concurrent with 172d transformation to a Stryker Brigade Combat Team. Indications are that the unit and the 172d personnel are set for success.

I ask all of you to stay tuned to upcoming announcements and changes to the way the Army conducts personnel business. We ask that you continue to monitor the Quartermaster Branch web site located on the Human Resources Command Homepage or contact your assignment officer with your questions.

Colonel Selection Results

Quartermaster officers did exceptionally well this year in selection to colonel. Of the 26 officers in YG82 (Primary Zone), 16 of those Quartermasters officers were selected for an overall selection rate of 62 per cent. Of the 16 selected for promotion to colonel, all were former battalion commanders. Fourteen of the 16 were former Table of Organization and Equipment (TOE) battalion commanders and 2 were former TDA commanders. Quartermasters also had three officers selected above the zone, which adds credence to the way Army boards function.

Battalion Command Selection List

Congratulations to all those selected for battalion command. Quartermaster officers did extremely well with an overall selection rate of 15.5 per cent, just above the Army average of 14.8 per cent. This selection board is truly the first real tough cut in the Army. It is not a promotion or Command and Staff College (CSC) board where Soldiers see 50 per cent and higher selection rates.

Release From Active Duty (REFRAD)/Resignations

Quartermaster Branch has had an issue with officers accepting orders to CLC3 and then submitting REFRADs or resignations upon arrival at Fort Lee, VA. This will not happen in the future. An officer who accepts orders to attend CLC3 has a commitment of a minimum of 18 months (six months for the course and 12 months after arrival at the follow-on duty station). The only exceptions will be proven hardships or good-of-the-service waivers. Either exception is costly and is not beneficial to the Quartermaster Corps and the Army.

‘Not the way it used to be done’

Over the past few months, I have had many conversations with officers in the field who say “that’s not the way it used to be done.” I can tell you this statement has never been truer. The way HRC is doing business now is nothing like 18 months ago when I took the chair as Quartermaster Branch Chief. The global war on terrorism, Force Stabilization and other Army initiatives have forced personnel managers to change the way we did business as a peacetime Army. We are still working through details on how to meet the Army’s requirements. This process will take time and patience at all levels. Flexibility will be extremely important.

In the past, personal preferences and needs were pretty high on the target list for assigning officers. Today, Soldier preferences and personal needs are still important, but we are given clear priorities to fill. We in the Quartermaster Branch are here to meet the needs of the Army by putting the right officer, in the right place, at the right time. We’ll remain committed to keeping each of you on track in your professional development. Make sure you maintain contact with the Quartermaster team here at HRC:

MAJ Timothy D. Brown	Lieutenant Colonel Assignments Officer	DSN 221-5269
LTC Keith Sledd	Major Assignments Officer	DSN 221-5267
MAJ Todd S. Bertulis	Branch-Qualified Captain Assignments Officer	DSN 221-5268
CPT Manu Yasuda	Lieutenant/Non-Branch Qualified Captain Assignments Officer	DSN 221-5645
CPT Frowene Harvey	Future Readiness Officer	DSN 221-5281

The feedback we get from the field is very important to the success of the Quartermaster Corps so please provide that feedback through the HRC satisfaction surveys or send them to me. We continue to try and provide quality support to all of you. We thank you for your hard work and determination in keeping America safe, the Army at the top and the Quartermaster Corps strong.

Quartermaster Warrant Officer Promotion Results

CW4 Gary A. Marquez, Career Manager for Quartermaster Warrant Officers
g.marquez@us.army.mil, DSN 221-7839 and (703) 325-7839

Congratulations to those selected for promotion by the FY03 promotion board. The following chart shows the promotion statistics for the Quartermaster warrant officers:

CW5									
	AZ			PZ			BZ		
	Eligible	Selected	%	Eligible	Selected	%	Eligible	Selected	%
920A	8	2	25	6	3	50	8	0	0
920B	1	0	0	3	2	66	4	0	0
921A	0	0	0	2	1	50	1	0	0
922A	2	1	50	0	0	0	0	0	0

CW4									
	AZ			PZ			BZ		
	Eligible	Selected	%	Eligible	Selected	%	Eligible	Selected	%
920A	0	0	0	3	3	100	16	0	0
920B	0	0	0	5	5	100	9	1	11
921A	0	0	0	1	1	100	2	0	0
922A	0	0	0	1	1	100	2	0	0

CW3									
	AZ			PZ			BZ		
	Eligible	Selected	%	Eligible	Selected	%	Eligible	Selected	%
920A	3	1	33	48	46	96	43	2	5
920B	5	3	60	31	28	90	30	1	3
921A	0	0	0	7	7	100	4	0	0
922A	4	1	25	27	24	89	16	0	0

LEGEND:	920A	Property Accounting Technician
AZ	920B	Supply Systems Technician
BZ	921A	Airdrop Systems Technician
PZ	922A	Food Service Technician

The following statistics apply to warrant officers throughout the Army in FY03, Technical Services (including MOS 151A):

	Above the Zone	Primary Zone	Below the Zone
CW3	28.6%	90.6%	4.9%
CW4	100.0%	97.5%	2.8%
CW5	20.3%	45.6%	1.2%

So, 2003 was an exceptional year for promotions for all warrant officers. Of course, those selected maintained their Official Military Personnel Files (OMPFs) and photographs in an outstanding manner and clearly performed their duties (as reflected in performance evaluations) at consistently high levels.

FY04 Warrant Officer Promotion Board

The FY04 promotion board is scheduled to convene 4 May 04. As always, the board will concentrate on three indicators: (1) official photograph, (2) Officer Record Brief (ORB), and (3) OMPF Online.

Several officers who were considered for promotion during the FY03 board had submitted Officer Evaluation Reports (OERs), with complete the record, Change of Rater and so forth; but this information has not shown up in their OMPF Online files. Be patient. Those OERs were part of a promotion board file that a reconvened board had to review. Now that the FY03 board results have been released, the OERs will be transferred to Human Resources Command's Officer Records Branch for scanning individual OERs and placing them in the respective OMPF Online files.

Professional Development

Currently, more than 50 percent of Quartermaster warrant officers are either deployed or going to be deployed. This creates significant obstacles for the recent promotion selectees to attend their advanced, staff and senior staff courses. According to the Army's senior leadership, the highest priority is the global war on terrorism. Many officers will be deferred from attending their professional development courses. For example, I currently have more than 70 CW3s deferred from attending the 2004 Warrant Officer Advanced Course (WOAC).

This will neither hurt careers nor make Quartermaster warrant officers noncompetitive for the next grade. CW3s will attend the WOAC before coming into the zone for promotion to CW4. Stay in touch with your career manager and be ready for an opening in an available course. Of course, your command has the final say in whether or not you can attend. Be flexible.

Personal Support

The personnel technician for both the Quartermaster and Ordnance branches supports a population of about 2,200 warrant officers. To provide the best support to those who need it the most, I advise warrant officers to take the following personal actions:

- Submit ORB and OMPF additions, deletions and changes directly to your local personnel servicing battalion/military personnel office (PSB/MILPO).
- Only when your local PSB/MILPO cannot resolve the situation should you contact your career manager at the US Army Human Resources Command.
- Allow at least three weeks for any action which you have submitted to your career manager before you initiate a follow-up, such as a telephone call, FAX or E-mail.
- Do NOT follow up sending a FAX with an E-mail or phone call. Once we have received the FAX, we will contact you to let you know. Print out a status report from the sending FAX machine to verify that the FAX was received.
- DO NOT FOLLOW UP AN E-MAIL WITH A TELEPHONE CALL. Allow 24 hours from the time that you hit "Send" on your computer to see if you receive an "undelivered" message. If no "undelivered" message is received, then you can bet that we did receive your E-mail and are working the action. Be patient. We receive 30-40 phone calls per day for nothing more than follow-ups on E-mails and FAXes. These phone calls take our time away from the really critical and time-sensitive issues.

- Before you pick up the phone or send an E-mail to your career manager, seek out the facts, do your research, find and read the appropriate regulation. Then solicit advice and counsel from someone on the ground at your location such as a senior warrant officer. Get a senior officer's opinion on possible courses of action. Then, and only then, contact the career manager. Stick to the valid points, have "options A, B, C" ready, and give your career manager the time to work the issue.

New Name - Same Function

CPT Jeffrey M. O'Sadnick, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignments Branch, US Army Human Resources Command
Jeffrey.Osadnick@hoffman.army.mil, DSN 221-9791

You may notice changes to the web site at www.hrc.army.mil since the Army formed the US Army Human Resources Command (HRC) in October 2003, but the Quartermaster Branch continues to provide the same quality services. The HRC in Alexandria, VA, combines the functions of the former US Total Army Personnel Command in Alexandria and the former US Army Reserve Personnel Command in St. Louis, MO.

The new HRC combined the two Active Army and US Army Reserve organizations as a multicomponent, field-operating agency (FOA) under the Army G1 (Deputy Chief of Staff, Personnel). The Army National Guard will integrate functions, where possible. The Civilian Personnel Operations Center Management Agency will realign later under this FOA.

The merger resulted from a recommendation by an Army-level Human Resources Integrated Process Team that convened last year. That task force made several recommendations affecting operational support at the FOA level, and several have been approved by the Secretary of the Army.

What does this mean to you? In the future, the consolidation into the HRC gives the Army a tremendous opportunity to improve the quality of personnel support to soldiers, their families and the civilian workforce.

Suggested Military Reading List for Logisticians

- Edwards, John E. *Combat Service Support Guide*, Harrisburg, PA, Stackpole Books, 1989. Paperback 2d edition (February 1993); ISBN: 0811730212.
- Engels, Donald W. *Alexander the Great and the Logistics of the Macedonian Army*, University of California Press, Berkeley, 1978. Paperback (February 1981).
- Fuson, Jack C., *Transportation and Logistics: One Man's Story*, Washington: Government Printing Office, 1994. Center of Military History (CMH) Publication 70-62.
- Heiser, John M. *Logistics Support*, Vietnam Studies. Washington: Government Printing Office, 1974.
- Heiser, John M. *A Soldier Supporting Soldiers*. Washington: Government Printing Office, 1991. CMH Publication 70-40.
- Huston, James A. *Guns and Butter, Powder and Rice: U.S. Army Logistics in the Korean War*. Cranbury, PA: Susquehanna University Press, 1989.
- Huston, James A. *The Sinews of War: Army Logistics, 1775-1953*. Washington, DC: Office of the Chief of Military History, US Army, 1966, 1988, 1997. CMH Publication 30-4. Reprinted by DIANE Publishing Co; ISBN: 0788145134. June 1997.
- Magruder, Carter B. *Recurring Logistics Problems As I Have Observed Them*. Washington: Government Printing Office, Paperback June 1991. CMH Publication 70-39.
- Pagonis, William G. *Moving Mountains; Lessons in Leadership and Logistics from the Gulf War*. Boston: Harvard Business School Press, 1992.
- Risch, Erna. *Quartermaster Support of the Army, 1775-1939*. Washington, CMH, Department of the Army, 1989.
- Risch, Erna. *Supplying Washington's Army*. Washington, DC: Office of the Chief of Military History, US Army, 1981.
- Shrader, Charles R. *Communist Logistics in Korea*, Greenwood Publishing Group, 1995; ISBN: 0313295093.
- Shrader, Charles R. *US Military Logistics 1607-1991*, Greenwood Publishing Group, 1992; ISBN: 0313272468.
- Shrader, Charles R. *United States Army Logistics, 1775-1992; An Anthology*. Washington, CMH, Department of the Army, 1997, three volumes.
- Thorpe, George C. *Pure Logistics: The Science of War Preparation*, Washington: National Defense University Press, 1986. Government Printing Office; ISBN: 031820388X.
- Thompson, Julian. *The Lifeblood of War: Logistics in Armed Conflict*. NY: Brassey's, 1991. Revised edition (June 1994); ISBN: 0080417760.
- Van Creveld, Martin. *Supplying War: Logistics from Wallenstein to Patton*. Cambridge and New York: Cambridge University Press, 1977.

COOL Explains Promotion Points Incentive at www.cool.army.mil

Quartermasters are among the 10 career fields participating in an option to give junior soldiers in a handful of job specialties a way to gain promotion points. Soldiers can find out what military occupational specialties (MOSs) offer the option by visiting <https://www.cool.army.mil>, the official web site for Army Credentialing Opportunities On-Line (COOL).

The promotion point incentive is the Army's way of encouraging Soldiers who are not interested in college but still want to pursue professional development, according to officials in the Promotions Branch of the Army's Human Resources Command (HRC). An HRC spokesman explained that many Soldiers purchase civilian education mainly for promotion points with no degree intent at all. By offering promotion points, the Army is encouraging Soldiers to pursue professional development.

The new promotion points initiative is a work in progress and will undergo a number of changes. As of 11 Jan 04, skill-based licenses and certifications from civilian sources are worth 10 points to junior soldiers. In addition to Quartermaster career fields, participants include Adjutant General, Air Defense Artillery, Aviation, Engineer, Ordnance, Signal, Transportation, Army Medical Department and Public Affairs. The different proponents have the latitude of analyzing the credentialing concept and determining if it adds value to the branch. Most combat arms proponents chose not to participate because of the lack of related certifications in the civilian arena. One benefit of receiving civilian certification is gaining experience that will benefit the Soldier in the civilian work force.

Promotable specialists and sergeants can add up to 50 points in technical certificates, but the points will only remain valid as long as the certificate is valid. The certificates can be added as a promotion action only when a Soldier has at least 20 points to add. Then the expiration date on a technical certificate will be recorded. If a Soldier needs to recertify for a technical license to be valid and fails to do so, then the promotion points will be deleted.

The COOL web site serves as the home station for Soldiers to get information on the credentialing for points initiative. To find the valid certifications at the <https://www.cool.army.mil> site, click on links to Technical Certification, Promotion Points Fact Sheet, or Technical Certification Matrices. The COOL web site is a recruiting, retention and now a promotion tool that explains how Soldiers can meet civilian certification and license requirements related to their MOSs. The COOL web site is a part of the Army's GI to Jobs Program with the goals of professional growth opportunities for Soldiers while in military service and a head start on transition to civilian life after the Army.

QUARTERMASTER HOTLINE

The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel proponency, and Quartermaster equipment development with a 24-hour telephone answering service. The Operations and Training Management Directorate records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.

QUARTERMASTER

UPDATE

Quartermaster Functional Review for 2004

The Quartermaster Corps Functional Review for 2004 concentrated on generating support for two future actions to increase readiness and relevance: personnel management of Soldiers in Assignment Oriented Training (AOT) and realignment of the Warrant Officer Education System (WOES). The proposed change for Quartermasters in AOT with the 92A (Automated Logistical Specialist) military occupational specialty (MOS) and the proposed changes to the WOES were briefed to the Deputy Chief of Staff, Army G1 (Personnel), at the Pentagon on March 30.

The Army G1 supported the Quartermaster positions. The functional review is a forum to present critical personnel issues to the senior Army leadership. Topics for the review in 2004 were the proponent areas of responsibility, the Quartermaster Corps' force structure, gender and ethnic demographics, Army National Guard and US Army Reserve manning profiles, and Quartermaster Corps' initiatives.

The US Army Quartermaster Center and School, Fort Lee, VA, is poised to implement AOT for the 92A MOS. The Quartermaster General's vision is a two-tracked system for Soldiers in the rank of E5 and below. One track will focus on automated systems at the unit level, the other on direct support systems. At the rank of E6, these Soldiers will consolidate back into the 92A MOS, capable of managing both unit and direct support functions. The proposal stems from ensuring the soldier trained in unit systems is sent to a unit position, and similarly for the direct support systems. Quartermaster leadership believes that the breakout of 92A (Automated Logistical Specialist) into two MOSs at the junior enlisted level will greatly assist the Human Resources Command in properly manning the force while providing the unit a Soldier who is trained directly for his first assignment.

The changes recommended to the WOES were not strictly Quartermaster-oriented. Proposals by the Quartermaster Regimental Warrant Officer not only will impact Quartermaster warrant officers, but also the entire warrant officer population. The most critical recommendation is that all CW2s attend the Warrant Officer Advanced Course (WOAC). From the basic course to the advanced course in the current education model for warrant officers, there is a gap of seven to eight years in professional military education. The proposal is for CW2s to attend WOAC in their third to fifth year of warrant service. This is no different than the concept that lieutenants face as they attain the rank of captain and attend their career course. Further recommendations are that before selection to CW4, warrant officers will attend the Warrant Officer Staff Course and before selection to CW5 attend the Warrant Officer Senior Staff Course. Under the Force Stabilization initiative, this model of education will be more easily fit to location stabilization and unit-focused stability concepts. (For more details go to www.quartermaster.army.mil, Professional Bulletin, Back Issues, for two articles by CW5 James C. Tolbert: *Transforming Warrant Officer Education* in the Autumn 2003 edition and *Transforming Warrant Officer Education II* in the Winter 2003 edition.)

The Office of the Quartermaster General (OQMG) will continue to support Soldiers in the field and their concerns about Quartermaster personnel *throughout* the year. At any time, leaders should bring their concerns about the Quartermaster Corps to the attention of the following proponents:

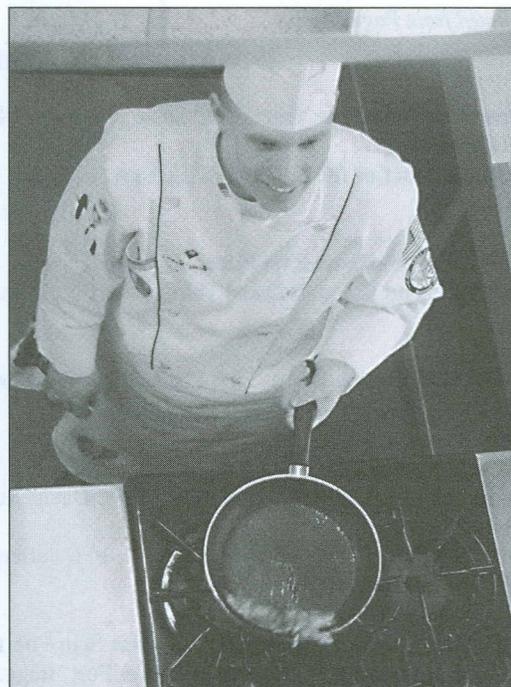
COL Gary R. Grimes, Chief, OQMG, DSN 687-4178; CPT Michael McCleish, Chief, Quartermaster Officer Proponent, DSN 687-3441; CW5 James C. Tolbert, Chief, Quartermaster Warrant Officer Proponent, DSN 687-3702; SGM Joseph W. Brundy III, Chief, Quartermaster Enlisted Proponent, DSN 687-4143.

Annual Philip A. Connelly Awards Honor Top Army Dining Facilities Worldwide

The 10 winners of the Philip A. Connelly Awards for excellence in preparing and serving food in Army dining facilities and field kitchens will be recognized April 26 at the Joint Services Excellence in Food Service Awards in Denver, CO. The Army Center of Excellence, Subsistence (ACES) at the US Army Quartermaster Center and School administers the annual program.

Five winners and five runners-up won awards in these five different dining facility categories: small garrison (serving 200 or less), large garrison (serving 201 or more), active Army field kitchens, US Army Reserve and Army National Guard.

The International Food Service Executive Association (IFSEA) participates in choosing finalists, presenting awards and other forms of recognition for this competition strictly for soldiers in the field. Representatives from ACES and IFSEA traveled the world in 2003 for the Department of the Army's Evaluation phase. The program is named in honor of the late Philip A. Connelly, a past IFSEA president who is considered the driving force behind obtaining IFSEA sponsorship.



Photograph by SPC Jason B. Cutshaw

SPC Scott T. Graves in 2004 Competition

Chef Scores a First, Makes Corps History In Army's Culinary Arts Competition

SPC Scott T. Graves, US Army Europe Culinary Arts Team member, became the first to win junior and senior chef honors back-to-back in the 29th US Army Culinary Arts Competition, 1-12 Mar 04, at Fort Lee, VA. SPC Graves, the 2002 Junior Chef of the Year, was named the Senior Chef of the Year for 2004. In 2003, the annual event was cancelled with Soldiers deploying with their units in support of the ongoing global war on terrorism.

The US Army Hawaii team won the 2004 Installation of the Year title. In second place was Fort Bragg, NC, which held the title in 2000, 2001 and 2002. Fort Bliss, TX, took third among the 11 teams with varying levels of experience. With the current unit deployments, many Soldiers on teams were recent advanced individual training graduates nevertheless judged by strict American Culinary Federation standards. SPC Luisa A. Montero of US Army Hawaii won 2004 Junior Chef of the Year.

Individuals and military teams competed in 14 categories for gold, silver and bronze medals during the two-week event sponsored by the Army Center of Excellence, Subsistence (ACES). Thirteen Soldiers were selected to compete as the US Army Culinary Arts Team (USACAT). (Continued on Page 56)

Philip A. Connelly Awards		
Category	Unit	Location
Small Garrison Winner	HHC, Aviation Bde, 25th Infantry Div (Light)	Wheeler AAF, Hawaii
Small Garrison Runner-up	HQs, USAREUR and 7th Army, "On-Point Diner" Dining Facility	Heidelberg, Germany
Large Garrison Winner	2d Bde, 25th Infantry Div (Light)	Schofield Barracks, Hawaii
Large Garrison Runner-up	95th Adjutant General, Bn (Reception)	Fort Sill, Oklahoma
Active Army Field Kitchen Winner	501st Corps Support Group, 19th Theater Support Command	Camp Red Cloud, Korea
Active Army Field Kitchen Runner-up	4th Bn, 159th Aviation Regiment, 1st Corps Spt Command	Fort Bragg, North Carolina
Army Reserve Winner	223d Maintenance Co, 90th Reserve Spt Command	Grand Prairie, Texas
Army Reserve Runner-up	172d Transportation Co, 89th Reserve Spt Cmd	Omaha, Nebraska
National Guard Winner	HHC, 164th Engineer Bn, North Dakota ARNG	Minot, North Dakota
National Guard Runner-up	440th Cable & Wire Co, Nevada ARNG	Las Vegas, Nevada

(Continued from Page 55)

29th Annual U.S. Army Culinary Arts Competition Winners

2004 Senior Chef of the Year: SPC Scott T. Graves, US Army Europe

2004 Junior Chef of the Year: SPC Luisa A. Montero, US Army Hawaii

Installation of the Year: First Place, US Army Hawaii; Second Place, Fort Bragg, NC; and Third Place, Fort Bliss, TX

Field Cooking Competition: First Place, US Army Hawaii; Second Place, Fort Bragg, NC, and Third Place, US Army Korea

National Military Culinary Chef 2004: SFC David Russ, Fort Bragg, NC

National Military Pastry Champion 2004: PFC Jeffery Pelletier, US Army Korea

Best Exhibit in Cold Food Buffet, Highest Score on the Cold Food Tables, Best Centerpiece in Ice: Fort Bragg, NC

Best Exhibit in Hot Food Shown Cold, Best Exhibit in Pastry and Confection, Best Exhibit in Culinary Showpiece, Highest Score in Contemporary Pastry, and Best Two-Member Team in Nutritional Hot Food Challenge: US Army Europe

Highest Score in Contemporary Cooking: US Army Hawaii

Culinary Knowledge Bowl: US Army Alaska

Members of the 2004 US Army Culinary Arts Team: MSG Mark W. Warren, SSG Josua Rine, SPC Scott T. Graves and SPC Joseph Oberle, US Army Europe; SFC Steven Magnin, US Army War College; SFC David Russ, SPC Todd Bohak and SPC Carlene Robidoux, Fort Bragg, NC; SSG Rene Marquis, SPC Luisa A. Montero, and SPC Karen Glanzer, US Army Hawaii; SPC Matthew Flemister, US Army Alaska; and PFC John Page, US Army Korea

Soldier Enhancement Program Gets Commercial Items to Soldiers Quicker

The Army uses the Soldier Enhancement Program (SEP) to get commercial, off-the-shelf items to Soldiers in no more than three years instead of the normal Research, Development, Testing and Evaluation (RDT&E) process, which can take years longer. Soldiers have seen or heard of things that would enhance their abilities, and many are buying these products with their own money.

Anyone (Soldiers, vendors, civilians) with a "good idea" or product can submit a proposal meeting SEP criteria to Ken Sutton by mail, FAX, E-mail or through the Internet. Mail to Ken Sutton, 6751 Constitution Loop, Building 4, Room 632, Fort Benning, GA 31905. FAX to Ken Sutton at (706) 545-1377 or DSN 835-3327. E-mail to suttonk@benning.army.mil or submit on the web at <https://peosoldier.army.mil>.

The SEP is not an incentive award program. There are no monetary awards for proposals that are adopted for use and result in a cost savings to the government. Some of the past SEP successes are ration improvements, flameless ration heater, laser eye protection, improved hot weather boots, neck gaiters, and a .50-caliber multipurpose round. To qualify for a SEP project, a proposal must meet the following criteria:

- Will the item be worn, carried or consumed for individual use in a tactical environment?
- Is it a non-developmental item that is commercially available, off-the-shelf, right now?
- Are soldiers spending their own money on this item to make their life better in the field?

The SEP policy is under revision because of a belief that the Soldier Enhancement Program will provide the logistical tail to the items already issued to soldiers through the Rapid Fielding Initiative (RFI). Currently, when a Soldier receives an item during RFI and loses or breaks the item, it is not replaceable under the RFI. The individual Soldier must replace that RFI item. Also, the RFI has no "sustainment tail" for repair parts if an item becomes inoperable.

For more information about SEP, the SEP process or meeting locations, contact SGM Tom House at houset@benning.army.mil, (706) 545-3327, or Ken Sutton at suttonk@benning.army.mil, (706) 545-6047.

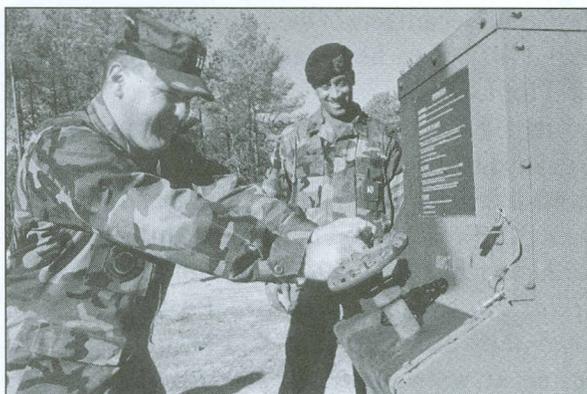
PWD Instructs Airmen, Sailors Before Joint Operations in Iraq

In the first two months of 2004, the Petroleum and Water Department (PWD) at Fort Lee, VA, trained Navy and Air Force personnel on Army petroleum logistics operations to prepare them to relieve Soldiers at an Army fuel terminal in Iraq. Mirroring today's joint operations, the airmen and sailors drew on their own fuel-handling experience as they learned about Army equipment and procedures.

Six Air Force commissioned and noncommissioned fuel officers came in January to learn how the Army stores, issues and accounts for fuel. They deployed a few weeks later to team up with Navy personnel to operate an Army bulk fuel terminal as part of the ongoing efforts during the war on terrorism in Southwest Asia. The Air Force personnel are seasoned fuelers, so the focus was on Army-unique requirements in the area of reporting and accounting for fuel.

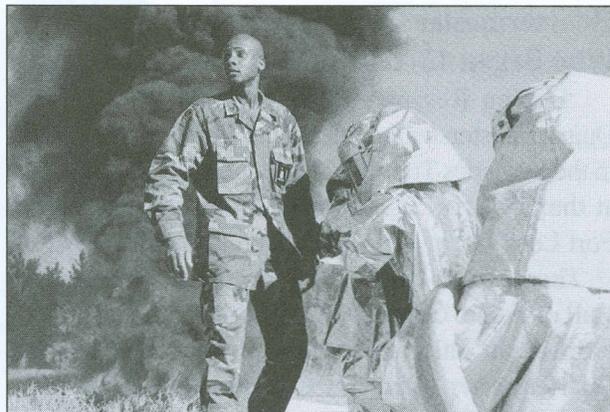
After the decision was made to relieve Army forces with Air Force personnel, Fort Lee was the logical choice for getting them ready. Fort Lee is the home not only to the resident training school, but also to the only active duty petroleum and water group, the 49th Quartermaster Group, and to one of the few active duty Petroleum Pipeline and Terminal Operating Battalions. The Air Force personnel were impressed by PWD's Military in the Field (MIF) layout developed by Soldiers to simulate tactical operations.

COL Jack Vance, 49th Group (Petroleum and Water) commander, and LTC Shawn Walsh, 240th Quartermaster Battalion commander, spent an discussing lessons learned from their deployments to



Photograph by SGT Jorge Gomez

SFC Eric Upthegrove trains Air Force Capt. David Mundrick on the 350-GPM pump.



Photograph by Tim Hale

SSG Derrick Murray supervises Navy personnel ready to practice petroleum firefighting.

Iraq. Their Quartermaster briefings based on firsthand experience with fuel operations mirrors the transition that happens on the battlefield or in contingency operations.

In February, Navy Reserve Supply Support Battalion fuel companies, two from California and one from Texas, conducted their annual Status of Resource and Training System validations to assure their readiness to operate fixed and tactical fuel systems. During their two-week validation, they were taught by Army Quartermaster and Navy Operational Logistics Support Center personnel on Army, Navy and Marine equipment. Fuel storage and distribution was not new to them. Some Air Force personnel had already conducted fuel operations in Southwest Asia supporting *Operation Iraqi Freedom*.

Airmen and Sailors Now in Iraq

Both Navy and Air Force personnel are now in Iraq, putting their training to use. CMSgt Wayne Weyhrauch of Pope Air Force Base said it best, "Pride and attitude of POL [petroleum, oils and lubricants] troops is universal in the military - be it Army, Navy, Air Force or Marine, fuelers know that nothing moves without us" - and they take that responsibility very seriously. - Information from Linda Williams, Acting Chief, Advanced Petroleum and Water Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, VA.

**FUELING
THE
FORCE**

Quartermaster Corps Honors General Who Began 42-Year Career as a Private

During Regimental Week 2004, May 12-15, Quartermasters will dedicate the Thompson Corridor in the Logistics Training Department's Building 4225 at the US Army Quartermaster Center and School, Fort Lee, VA, in honor of General (Retired) Richard H. Thompson, a 1991 inductee into the Quartermaster Hall of Fame. General Thompson began his 42-year term as an enlisted soldier and became the first Quartermaster officer in Corps history to hold the rank of full General while still on active duty.

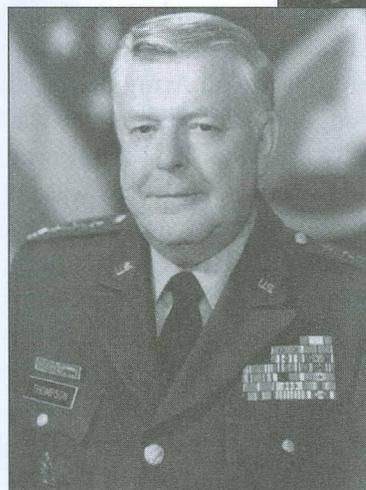
General Thompson also was the first commander of the Troop Support and Aviation Materiel Readiness Command. He was one of the principal architects in the buildup and modernization during the post-Vietnam era "logistics revolution" of the 1980s.

Cited for his property accountability principles of the 1970s, General Thompson was inducted into the Defense Logistics Agency Hall of Fame at Fort Belvoir, VA, in 2003. Then-Brigadier General Thompson became the first commander of the Defense Property Disposal Service (now the Defense Reutilization and Marketing Service or DRMS) in 1972. DRMS continues to use the initiatives begun under his command. His innovations provided an auditable accounting system, improved storage facilities and instituted new policies to discourage fraud, theft or coercion. All remain the foundation of DRMS today.

During his career General Thompson served in numerous Quartermaster positions. In 1966, he commanded the 503d Supply and Transport Battalion, 3d Armored Division in Frankfurt, Germany. In 1967, he returned to the United States to attend the National War College. Afterward, he was assigned to the Office of the Assistant Vice Chief of Staff, Department of the Army, as a Logistics Systems Officer and then as Chief of the Tactical Support Systems Group. In 1970, he assumed command of the US Army Inventory Control Center. He was assigned as Commander of the Defense Logistics Services Center, Battle Creek, MI, in 1971 and later in a dual role became Commander of the Defense Property Disposal Service, an organization which he established and activated.

In 1973, he was reassigned to Department of the Army as Director of Logistics Plans, Operations and Systems, Office of the Deputy Chief of Staff for

Private Thompson



General Richard H. Thompson

Logistics. In 1975, he became the Director of Supply and Maintenance, Office of the Deputy Chief of Staff for Logistics. In 1977, he assumed command of the US Army Troop Support and Aviation Materiel Readiness Command. He returned to Washington in 1980 as the Assistant Deputy Chief of Staff for Logistics, Department of the Army, a position he held until 1981, when he became the Deputy Chief of Staff for Logistics.

In 1984, Lieutenant General Thompson was promoted to the rank of General and assumed command of the US Army Materiel Command (formerly DARCOM). He retired from active duty in 1987. – An historical article titled *The Professional Army Ethic: Thompson's Standard From Private to General* by then-COL Daniel G. Mongeon appears online at www.quartermaster.army.mil on the Quartermaster Home Page under Professional Bulletin, Back Issues, Autumn 1995. (The author now is a major general.)

Congressman Visits Iraq, Returns With 'Untold' Quartermaster Story

EDITOR'S NOTE: Congressman J. Randy Forbes, who represents the 4th District of Virginia in the US House of Representatives, read into the *Congressional Record* his impressions of what he called the "untold story of *Operation Iraqi Freedom*" this Spring after he returned from a visit to Southwest Asia. He described "logistics warriors who not only accomplished extraordinary things but who were often also put in harm's way to support the phenomenal contributions of our combat troops." As examples, he cited the pumping of 186 gallons of fuel (enough to fill the tanks of 40,000 cars), the serving of 53 million meals (enough to feed the entire population of New York state with three meals a day), and the providing of 330 million gallons of water (enough for a daily shower for the half-million residents of Las Vegas, NV).

His congressional district includes Fort Lee, VA, "Home of the Quartermaster Corps." The following summaries of some Quartermaster missions are from his 27 Mar 04 newsletter *Capitol Monitor*:

What hit me most distinctly while I was in Iraq was the dual nature of a Quartermaster soldier. Not only are these soldiers required to be proficient in their area of logistics, but because of the ever-changing nature of the front lines in Iraq, these soldiers are also responsible for carrying a heavy share of the combat burden of the mission. In fact, support soldiers have suffered the highest percentage of casualties during the war in Iraq. It struck me that these individuals are not logistics soldiers, nor are they combat soldiers, they are both – they are logistics warriors.

It is actually quite surprising that our logistics warriors don't receive more attention considering that for every soldier or Marine firing a weapon at the enemy, there are at least nine logisticians helping make the fight possible. Past wars required even more, historians say. All too often the voices searching for things that went wrong with the war in Iraq drown out the great successes of this mission. Seeing these soldiers in action in Iraq, however, it was strikingly clear that our logistical accomplishments are among the greatest successes of the war in Iraq.

I would like to share with you some of the remarkable successes of our logistics teams:

- *They constructed and maintained a supply line stretching 350 miles from Kuwait to Baghdad. Along the roads between Kuwait and Baghdad there were, at any given time, 2,500 logistics and support vehicles.*
- *Each U.S. soldier in Iraq consumed at least a liter of water an hour. In order to keep our troops hydrated, logistics troops transported about a million and a half liters of water each day.*
- *For our aircraft to fly the number of military sorties needed to support our operations took approximately two and a half million gallons of fuel each day. Every gallon of that fuel had to be transported through treacherous supply lines and into the fuel tanks of our equipment.*
- *Instrumental to the success of the combat phase of Operation Iraqi Freedom was the construction of the Army's Inland Petroleum Distribution system. This was a 220-mile long tactical fuel pipeline, the longest ever constructed by the Army. In excess of 66,000 pipe sections were hand-laid to construct this critical system. The pipeline is still in service supporting the restoration of Iraq.*
- *Our logistics warriors transported about a third of a million Meals Ready to Eat (MREs) each and every day.*
- *Two million tons of spare parts and equipment were moved around the battlefield each day in order to fill supply points and keep our equipment in good working order to allow operations to continue, uninterrupted.*

Directory - Points of Contact

US Army Quartermaster Center and School

The Quartermaster General BG Scott G. West scott.west@us.army.mil	(ATSM-CG) 734-3458	Quartermaster Total Force Integration Officer LTC Thomas E. Emery thomas.emery@us.army.mil	(ATSM-ACR) 734-5224
Acting Commander COL William A. Jenks william.jenks@us.army.mil	(ATSM-CG) 734-3458	Operations and Training Mgt Directorate Nancy Briggs nancy.briggs@us.army.mil	(ATSM-AC-O) 734-4402
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736th Maintenance Company mechanics repair a 753d Tank Battalion Sherman tank as a unit of the 442d Regimental Combat Team (Nisei) moves up near Bruyeres, France, October 1944



Illustration and Lineage by Keith Fukumitsu



249th Support Battalion

Organized 1 November 1965 from new and existing units in the Texas Army National Guard as the 36th Support Battalion, with Headquarters at Austin, Texas, and assigned to the 36th Infantry Brigade.

Redesignated 15 January 1968 as the 371st Support Battalion; concurrently relieved from assignment to the 36th Infantry Brigade and assigned to the 71st Infantry Brigade.

Reorganized and redesignated 1 November 1973 as the 249th Supply and Transport Battalion; concurrently relieved from assignment to the 71st Infantry Brigade and assigned to the 49th Armored Division.

Reorganized and redesignated 1 July 1985 as the 949th Support Battalion and remained assigned to the 49th Armored Division.

Redesignated 1 October 1987 as the 249th Support Battalion and remained assigned to the 49th Armored Division.

COMPANY D

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COMPANY F

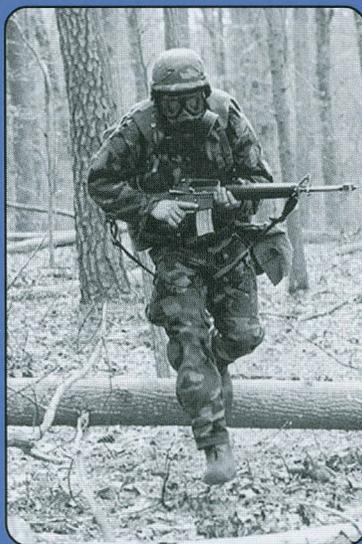
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